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S T A N D A R D O I L C O. (N.J.)

REFINERY PERSONNEL

and

EMPLOYMENT SYSTEM

*****

PROCEDURE and FORMS USED

INSTRUCTIONS FOR USE OF FORMS, DEPARTMENTAL LISTS,
and ALPHABETICAL INDEX OF JOBS, WITH JOB NUMBERS

*****

NOTE: The following procedure is a standardization of the different Employment methods now in operation at the various Plants. It is elastic enough to permit of variations to fit local conditions, but, at the same time, is so planned as to make possible the use of a standard set of forms.

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"A Personnel Office is an agency of recommendation and administration of policy, insuring the best possible service and full justice to both the company and the men - it is a clearing house to be used by the superintendent, the foremen and by the men according to such rules as are prescribed by the management, but has no arbitrary executive authority in itself. It must so conduct itself that the foreman especially will look upon it as an agency of great help to them. It should strengthen rather than minimize the foreman's position in the organization". -

C. R. DOOLEY

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PROCEDURE AND FORMS

USED IN

INTERVIEWING AND EMPLOYING

STANDARD OIL COMPANY (N.J.)

REFINERY PERSONNEL AND EMPLOYMENT SYSTEM

Procedure and forms used in interviewing and employing

1. INFORMATION AS TO LABOR NEEDS

In order to aid the Personnel Office in properly supplying labor needs and to enable that office to maintain a constant record thereof, requisitions for help are furnished by the different department heads showing the number and qualifications of persons wanted by their departments. Unusual qualifications or conditions are carefully noted which aid the Personnel Manager in his interview and selection.

2. INTERVIEW AND SELECTION

(Unsatisfactory applicant) If, in the opinion of the Personnel Office, the applicant is not satisfactory, he is then and there politely but definitely so informed in order that he may immediately seek employment elsewhere.

(Satisfactory applicant but no immediate opening) If applicant is satisfactory but there is no immediate opening an "APPLICATION FOR FUTURE EMPLOYMENT" (Form PT-1) is prepared and placed in the "Application File," and the man informed that, when an opening occurs, he will be notified either by telephone or mail (Form PT-2). Form PT-1 Page 33 Form PT-2 Page 34

(Satisfactory applicant to fill immediate opening) If applicant is satisfactory to fill an immediate opening, Form PT-1 (mentioned above) is not made, but an "IMMEDIATE EMPLOYMENT AND INDEX CARD" (Form PT-3) is filled out in quadruplicate and is attached to a blank Medical Examination Record (Form 14-B) and the applicant taken to the medical office for physical examination. Form PT-3 (In quadruplicate Page 35

3. PHYSICAL EXAMINATION

The record of physical examination is made on Form 14-B, which is kept in the doctor's office for permanent record regardless of whether or not the man is employed. The result of the examination is, however, entered on Form PT-3 by the doctor, which is returned to the Personnel Office for future information.

4. REJECTION OR EMPLOYMENT

(Applicant Physically disqualified) If the doctor has found the applicant to be physically unsuited for employment, the latter is notified of his disqualification and the case closed by placing Form PT-3 in the "Rejection File."

NOTE: In this procedure there is a minimum of wasted time and work in making records before the man's physical condition is determined. Future reference to the Rejection File will prevent disqualified applicants from claiming the time of the office upon future occasions.

(Applicant physically qualified) If the applicant passes his physical examination, he is carefully instructed that his retention as an employee depends upon the receipt of satisfactory answers from the references given by him and upon satisfactory proof of ability on the job, that is, approval by the foreman.

(Employee's Record) The interviewer now fills out a personnel card which is to become the employees' permanent record of service (Form PT-4) and issues a check number according to the department in which he is to work, entering this number on both the Employee's Record and on Form PT-3. The quadruplicate or pink copy of Form PT-3 is placedin a Visible Alphabetical Index File where it remains until the original copy is returned from the Foreman, indicating the man has been fully installed in his position. (See "On the Job" Page 8). Form PT-4 Pages 36&37

NOTE: For particular instructions in the use of Form PT-4, see Page 14 and the following pages.

(Letters to former employers) Letters (on Form PT-5) are sent to former employers for remarks concerning the qualifications and records of new employees. Form PT-5 Page 38

(Information book) The new employee is then given a small book of brief instructions and information (Form PT-6) in which are carefully entered his name and check number and which may be used by clerks and foremen as an aid in verifying the correct spelling of his name. Form PT-6 Page 39

The book becomes the property of the man and contains concise information as to rules, benefits, insurance, education and other matters of interest.

5. INTRODUCTION TO HIS WORK

(The Check House) The new employee is then taken to the Check House (or similar office) where his badge is issued according to the check number shown on the forms mentioned above. The Check House retains the duplicate copy of Form PT-3 for its files.

(The Department) The employee is then taken to the department for which he is hired, with the two remaining copies of Form PT-3 and introduced to his foreman. The foreman verifies the entries of the Personnel Office as regards trade and rate, and if there is no change to be made, returns the original copy. In cases where there is a question of the workman's ability to meet the rate fixed, he holds the copies of Form PT-3 for not more than three days at any time during this period, if the foreman is convinced that the man cannot measure up to the standard of work set for this rate, he indicates the trade and rate he considers suitable in the square marked "Foreman's Approval", and returns the original copy to the Personnel Office, as directed. In cases where a decision cannot be reached within three days, the foreman approves Form PT-3 as submitted, and makes any future changes in rate according to the procedure for Form PT-14, Application To Change Rate. (See Paragraph 12, Page 10)

(On the Job) The man is given his work. The two copies of Form PT-3 are noted by the foreman and the triplicate copy is retained for his files; the original is returned to the Personnel Office, as noted on the back thereon, and is there filed in a "Visible Alphabetical Index File," replacing the quadruplicate copy, which had been filed there as a check immediately when PT-3 was filled out in the Personnel Office. (See "Employee's Record" Page 7). The trade and rate

data must be entered on the Employee's Record Card Form PT-4 from the original copy of PT-3, after the foreman has made any necessary changes or approved it as the case may be.

PERSONAL CHANGES AND MAINTENANCE OF RECORDS

6. FOREMAN'S REQUISITION FOR HELP

Foremen requiring additional men in their departments use this form to notify the Personnel Office of their needs.

Form PT-7 Page 40

7. LIST OF MEN EMPLOYED

A list of new employees hired is compiled each day and furnished to all departments requiring this information. The Check House will make up a pencil copy of this form based on the duplicate copies of PT-3 received during the day. This pencil copy will be sent to the Personnel Office where any corrections in rate will be made (after the return of the original PT-3 from the foremen), and the Employment Office will then distribute copies of Form PT-8 to those requiring it.

Form PT-8 Page 41

8. LIST OF MEN TRANSFERRED

Same procedure as Form PT-8, except the Check House does not fill out this form.

Form PT-9 Page 42

9. LIST OF MEN TERMINATED

Same procedure as Form PT-8 except the Check House does not fill out this form.

Form PT-10 Page 43

10. PERSONAL APPLICATION FOR PERMANENT TRANSFER

Applications for transfer may be made by any employee to the Personnel Office. If after investigation it is deemed advisable to grant the request the matter is referred (on thisnform) to both department heads concerned who note their approval or disapproval thereon. If the transfer is recommended by them the case is submitted to the proper authority for

Form PT-11 Page 44

final approval, the Personnel Office notifying both foremen of whatever final action is taken.

11. DEPARTMENTAL TEMPORARY TRANSFERS

This form is used by Foremen who for a short period are unable to use individual workers and wish to lend them to other departments which may be in need of temporary additional help. It is also used by foremen who wish to borrow help for short periods.

Form PT-12 Page 45

12. FOREMAN'S APPLICATION TO CHANGE RATE OF EMPLOYEE

Recommendations for changes in rates originating with the department head are forwarded to the Personnel Office on this form. This office endorses same suggesting approval or disapproval, supplying additional information where it is believed necessary and in turn submits it to the General Superintendent for action. From this office it is returned to the Personnel Manager where, if the change is approved, the necessary alterations in record are made. The original copy of the form is sent to the Payroll Department and the duplicate returned to the Department head concerned for his information, the triplicate remaining in the Personnel Office.

Form PT-14 In triplicate Page 47

13. TERMINATION

All terminations conform with the rules of the Joint Agreement, Section II, and with the Rules, Principles and Procedure governing Lay-Offs, (See Page 28) issued January 24, 1921 but before the termination of any employee for any reason a termination slip - Form PT-13 - is made out in triplicate by the foreman. The triplicate is sent direct to the Personnel Office and the other two copies given to the man who is sent to the proper authority to secure his "Tool Room Clearance." He is then sent to the Personnel Office where he is questioned and proper entry made on the

Form PT-13 In triplicate Page 46

record, according to the final action taken. The employee's statement is there entered on this slip. One copy of Form PT-13 is then sent to the Check House, one returned to the department concerned and one retained by the Personnel Office for use in making up the report of terminations on Form PT-10. When the Personnel Office receives notice direct from an employee that he has terminated without the knowledge of his Department that office will initiate Form PT-13 sending the duplicate to its Check House and the original to the Foreman concerned.

14. TEMPORARY IDENTIFICATION AND PACKAGE PASS

Temporary Identification Pass is made out by the Personnel Office for those employees who have lost badges and the Package Pass by the foreman for those employees who wish to carry personal packages from the plant. A record of each issue is made on the stub of the Pass Book as designated.

Form PT-15 Page 48

15. LABOR TURNOVER REPORTS

In order to meet the requirements of the Board of Directors that complete statistics as to labor turnover be currently recorded, this form (Form PT-16, Daily Labor Turnover) is used as a daily work-sheet to collect and prepare data by departments for consolidation on the last day of each month on Form PT-17, Monthly Labor Turnover Report. Detailed instructions for the use of Form PT-16 may be found on Page 25. On the last day of each month, data recorded on copies of Form PT-16 for each department should be consolidated on Form PT-17, Monthly Labor Turnover Report, and forwarded at once to the Annuities & Benefits Committee at 26 Broadway. For detailed instructions regarding the use of this form see Page 26.

Form PT-16 Page 49

Form PT-17 Page 50

16. ABSENCE RECORD

This is an individual card on which is kept the absence data for each man, day by day, so that at any time, it is possible to furnish

Form PT-18 Page 51

information called for on this subject.

17. NOTICE OF ABSENCE

At the option of each Personnel Office, this form may be used to assist in collecting data for the Absence Record, Form PT-18, in checking up unexplained absences, and in notifying the Check House of sickness cases which should not be allowed to return to work without proper authority. It is filled out at the Personnel Office and sent to the Foreman, or Check House or other destination desired, where the information will be noted and any report rendered if required.

Form PT-21 Page 53.

18. EMPLOYEES' RATING REPORT

This is a work-sheet for preparing rating data to be entered on the permanent record of each employee - Form PT-4,- Employees' Record. Copies of this form should be distributed to Foremen and Department Heads for periodical ratings on their men at least once a year and these copies assembled in the Personnel Office where the data will be transferred to Form PT-4.

For full instructions governing the principles and use of the rating system see Page 20. Care should be observed that all Foremen and Department Heads are fully acquainted with this system.

Form PT-19 Page 52.

19. EMPLOYEES' PASS

This is a pass to be used at the option of each Works or Personnel Office in authorizing employees to keep appointments at the Personnel Office, Medical, Department or similar points, during working hours. The form may be signed by Foremen or sub-foremen, and can if required be endorsed on the back, showing the time of arrival and departure at the destination.

Form PT-20 Page 53.

20. ADVANCE NOTICE OF TEMPORARY LAY-OFF

In accordance with the Rules, Principles, and Procedure governing Lay-offs, issued January 24, 1921, every efficient employee who is temporarily laid off, is entitled to receive an advance notice on this form (provid-

Form PT-22 in triplicate Page 54.

ing the conditions of the case demand no emergency action) according to the following schedule or order:

One week's notice not necessary for permanent lay-offs. and for temporary lay-offs of incompetent men or of men who have had less than one year's service.

It should be the general practice, however, to make all lay-offs of good men of more than one year's continuous service temporary instead of permanent at the outset, thereby giving them the advantage of the advance notice and the 90-day privileges. It is also advisable to grant temporary lay-offs to men of less than one year's service.

The form is made out in triplicate, the original copy going to the employee, duplicate to the department concerned, and triplicate retained in Personnel Office. For detail instructions governing permanent and temporary Lay-offs see Page 29.

21. VISITOR'S PASS

This is a pass containing a legal agreement releasing the Company from responsibility in case of any kind of accident occurring to a Visitor using the pass while on the premises of the Company. Particular care should be observed in obtaining the proper signature of the visitor to the agreement on the stub of the pass.

Form PT-24 Page 54

DETAILED INSTRUCTIONS

FOR USING

E M P L O Y E E ' S R E C O R D

FORM PT-4

NOTE: The Employee's Record is designed to meet the most exacting requirements in recording men of unusual qualifications and combinations of experience, training, etc. It is applicable also to men who have no particular aptitude or training, by simply omitting many of the finer details and recording only essential data. All fixed personnel information and prior history appear on one side of the card, and all records of later performance and development with the company appear on the other side.

In the consideration of men, both as to their value in their present positions and as to their possibilities for promotion, such a qualification record will present the important facts, will prevent some of the facts from being overlooked, and will tend to eliminate prejudices in making decisions.

IT IS UNDERSTOOD THAT IN ALL CASES OF PERSONNEL ADJUSTMENT, A CARD RECORD IS IN ITSELF NOT SUFFICIENT EVIDENCE FOR FINAL DECISION, BUT IS ONE OF THE IMPORTANT FACTORS UPON WHICH TO BASE SOUND JUDGMENT.

This card record is of great assistance to the Personnel office in checking accident and sick records, watching absenteeism, making monthly reports on occupations, accidents, turnover, etc. It is believed that this personnel record secures for the Company a fuller use of the best qualifications which our men have, and gives the men more assurance that their good records are being noticed.

DETAIL INSTRUCTIONS FOR USING EMPLOYEE'S RECORD CARD
(Form PT-4) (Based on Minutes of Conferences held at
26 Broadway, Nov. 18 & 19)

Preliminary Details

1. Great care should be taken in securely sticking the tabs to the cards, as a lost tab may mean a lost man.

2. In order that tabs may be absolutely "in line" it is necessary that the tab be placed so that the left hand edge of the tab is even with the line at the left hand side of the space. It is better to conform to the left hand line in each case than to endeavor to put the tab directly over the number.

3. Do not use a card which has been misprinted. Its numbers will be out of line.

4. Care should be taken in handling the cards not to dislodge the tabs.

5. Cards should never be taken out of the record room.

6. The first line of the card is self-explanatory. On the second line on the right the word "aim" is used with the idea that the applicant's thoughts as to his future and at least the general nature of his ambition should be ascertained and noted as one result of the interview with him.

7. In entering the name of the principal dependent it should be remembered to give the wife's (if a wife) maiden name. In other words, "Mrs. Mary Jones Brown" should be used instead of "Mrs. John Brown." The same idea applies to the next line.

8. Use of Red and Green Tabs (Experience and Inexperience):

   The first fundamental principle involved is the use of red tabs for the unfinished, the helper, the semi-skilled; and the use of green tabs for the finished, the expert or the skilled. Red is used for "not graduated" and Green for "graduated" under "EDUCATION."

9. Color for Departments:

   On the space marked "Dep." on the extreme left hand corner of the card a tab is placed to show in what department the man is working. The different departments are denoted by colors as follows:-

BLUE	for	Process	(100)
TAN	for	Mechanical	(200)
CRIMSON	for	Clerical	(300)
PINK	for	Case & Can	(400)
YELLOW	for	Barrel & Cooperage	(500)
ORANGE	for	Engineering and Scientific	(600)
BROWN	for	Marine	(700)

In order to simplify statistical reference to the occupations, each color has been given a number in the hundreds. For instance, blue is 100, and tan is 200, etc. Therefore, in writing letters or compiling statistical data, "#122" should be used instead of "22 blue". However, either phrase is explanatory.

10. Occupations. (1 to 49):

The numbers from 1 to 49 inclusive indicate occupations.

Jobs which have been held in logical sequence leading to the present job, and are therefore self evident, are not tabbed, but green or red tabs (according to ability) are placed on those numbers which refer to the man's important occupational abilities or potentialities. For instance, if a man is working as a Pressure Stillman, he will have a green tab on #22 on a Blue card. (This tab will be marked with an "X" to indicate the position which he now occupies as described in Paragraph 11, below). If he has had some valuable experience in Test Room Distillations, he will have a red or a green tab on #27, according to his experience.

11. Tabbing Present Occupation. (X):

If a man is capable of performing many jobs, judgment should be used in listing only those of interest to the Company. (See "Whom to Tab", Paragraph 22, page 20.)

After all a man's occupations have been tabbed, it will be necessary to know what job he is now performing. An "X", therefore, will be written on the cloth fastener of the tab which signifies the job to which he is assigned.

12. Miscellaneous Jobs not Indexed. (M):

"M" on the card means miscellaneous jobs not indexed, as, for instance, editor or barber. Such jobs may be of value to the Company but are not regularly listed in the index since they are very infrequent. For this purpose the "Army Occupational Index" is used because it is convenient and lists practically all jobs in which the Company is interested. It also contains an analysis of

each job and mentions nearly every occupation except those in the oil industry and these are covered by our own index. The job number from the Army Occupational Index is inserted in the space marked "Index #___" under Occupations, and the space marked "M" is tabbed with a red or green tab, according to the ability of the person in the job referred to.

13. Citizenship (50)

Wherever the number 50 appears without a tab it indicates that the employee is a full citizen. A green tab on this number shows that he has taken out his first papers only and a red tab that he has taken out no papers at all.

14. Cross Reference (C)

A tab on the letter "C" indicates that the man has an occupational qualification which appears in a department list other than the one in which he is at present employed. For instance, if a man is in the Process Department and, therefore, recorded on a Blue card, a crimson tab on "C" would mean that he has experience and qualifications in some clerical capacity, an orange tab on "C" would mean that he has experience and qualifications in some Engineering or Scientific capacity, a tan tab on "C" would mean that he has experience and qualifications in some mechanical trade, etc.

15. Education (60, 61, 62 and 63):

The numbers from 60 to 63, inclusive, cover education. In considering education acquired in a foreign country, the Employment Manager should use his own judgment as to its equivalent education in this country. For example, if the foreign schooling received by an applicant seems to be the equivalent of a grammar school education in this country, the man should be tabbed as having grammar school education. Education is tabbed as follows:

A green tab on 60 shows graduation from grammar school.

A green tab on 61 shows graduation from high school.

A green tab on 63 shows graduation from a university.

A red tab on any of these numbers would indicate that the man had attended but not graduated.

16. Knowledge of Languages (64 and 65):

English: The number 64, which indicates knowledge of

the English language, is not tabbed if the applicant can speak English. If, however, the man cannot talk English, a black tab is placed on this number.

Foreign Languages: If a man is expert in any foreign language and speaks enough English so that he could be of service as an interpretor, a green tab is placed on 65.

17. Other Abilities or Interests (66):

Ability as an athlete, entertainer, or musician is recorded by a tab on 66. If a man is just material for plant teams and has never played on them, though he may have played elsewhere, he is tabbed red on 66. When, however, he has played on plant teams he is tabbed green.

18. Military Service (67 and 68):

The number 67 shows military service. Green tab indicates the officer and red tab the enlisted man. A green tab on 68 would show that the man is subject to military service and no tab, that he is not. Service in the National Guard, aside from Federal Service, does not count. If he is in the State Service, he will have green on 68 but not on 67.

19. Retirement Year:

The retirement year (the year on which the applicant reaches 65 years of age) will be tabbed on the occupational numbers with a white tab on that number which, when added to 1900, would total the year in which the man reaches his 65th birthday. For instance, if a man will be 65 in 1930, a white tab will be put on number 30.

In cases where a red or green tab is already upon the space desired for marking the retirement year, place the tab on the nearest vacant number below the one specified and mark the correct retirement year figure in pencil on stub of the tab.

20. Dates:

It will be noted that two dates are entered. The top line on the right of the face of the card is the date of interview. The "Effective Date" of service on the back of the card is the day upon which the man actually commences work.

21. The Back of the Card:

Service: The line "Reason for Action" will be used for remarks, using the "Key" entered on the top of card. The "Key" should be expanded so as to use "T-E" or "P-E" to show temporary or permanent lay-off instead of "E" (lay-off), as now used. Terminations caused by leaves of

absence which automatically expire will be noted by the key letters "P-E".

Entries will be made on the last four lines of the space marked "Service" according to the following procedure:

Use fourth line from the bottom for "Date Hired."
Use third line from the bottom for "Date Laid-off."
Use second line from the bottom for "Reason for Lay-off." (Making entries by "Key")
Use bottom line to show date of termination or date on which a temporary lay-off becomes permanent.

Rating: See full explanation on Page 20.

Insurance: "Effective Date." In this space should be shown the date upon which insurance became effective. However, a pencil notation may be put in this space at the time of employment showing date on which the man will become insurable.

"Adjustment". Under this head adjustment covers changes up or down and the "A" stands for "Adjustment", and "NA" for "Non-adjustment".

#69 #69 refers to junior executives. For instance, green will indicate sub-foreman, chief clerks, and similar section heads. Red on this number will indicate those men who are immediately junior to this classification and who are considered as being next in line.

#70 It is the intention to show by tabs on this number those men who are in executive capacities, below and under the Superintendents. Green will indicate Shop Heads (as the head of the Boiler Shop or Machine Shop) or other department heads (Paraffine, Crude, Accounting, Drafting, Labor, etc.) Red on #70 will indicate the foremen and assistant executives immediately junior to these men.

#71 Green on this number indicates graduates of Company Schools and red those men who are at the time attending such schools.

#72 Green on #72 will indicate incumbent elected representatives and red those men who have served in that capacity.

#73 A red tab on #73 indicates that a man has less than one year's service. When his first year is completed, the tab is removed.

#74 and #75

These numbers are at present left blank for future development.

22. Whom to tab:

This is a matter to be left to the judgment of the Personnel Manager and the general instructions are best summed up in the following:

> "Obviously there are many men in the Plant, who by virtue of their character, qualifications, or their newness of employment, are doubtful. Obviously, if possible, in order to avoid wasted clerical work, it would be desirable not to completely rate and tab such doubtful men. It is suggested that the Employment Manager use his judgment in proceeding with this work in order not to spend an undue amount of time on very poorly qualified people. In some cases, he can pass this judgment according to type of man. It might be well to bear in mind that recently employed men are, in a sense, on probation and if the turnover is high on new men, it might be advisable to delay the complete write-up of these men. The time of rating of such men should, however, be left entirely to the Personnel Manager's judgment."

23. Rating:

In suggesting a somewhat definite plan for rating men it is intended to provide only the most fundamental outline, leaving the details to be developed locally to meet conditions.

Just who should be rated and how frequently the rating should be made are points also left entirely to the judgment of the local department head. There may be cases where ratings as frequent as every few months would be desirable; and on the other hand, there will be cases where no formal rating at all will be desirable. However, the Employment Manager should encourage thought on the subject, and without attempting to dictate a rating, he should be helpful in bringing about a general appreciation of the fact that in the end any systematic attempt at rating, if

honestly carried out, is conducive to better results than the ordinary off-hand opinions which are carried for the most part in men's minds and are frequently incomplete, if not inaccurate. The best part of any rating plan is not that it is perfect, but that it causes the man making the rating to go over his opinions carefully. Merely setting them down on paper, regardless of the method used, will cause him to refine them greatly. All people normally have their prejudices but experience has shown that men are called upon to put their honest opinions in writing, they make an honest effort to lay aside their prejudices and personal feeling, and play absolutely fair.

To judge men correctly is not easy, and it is still more difficult to explain your judgment to others. The great difficulty lies in the fact that several people discussing the same man will not use the same language, or will not see him from the same point of view. Opposite opinions of the same automobile will be expressed by two men, one referring to its appearance, and the other to its speed. Opposite opinions of the same man will be expressed by two men, one referring to his disposition and the other to the character of his work. In fairness to the men you are rating, to yourself, and also to the Company, most careful consideration to each case should be given, remembering that constructive criticism will benefit all concerned. In rating a man compare him in your mind with other men of similar age and experience, whom you know or have known intimately. Take up one characteristic at a time and form your estimate by such comparison. It will be helpful to write out a list of men for comparison, and call this your "Standard List." With these, include exceptional, average, and poor men under each characteristic to be considered.

The following outline is fundamental and around it may be built the details that should apply to any department or special kind of work:

Consider each man from two points of view:

A. Personal, and apart from his work.

B. As a result of observing his work.

Under the former, it may be stated that there are three major sides to a man and two minor ones. These constitute the following five standard characteristics:

1. Personal qualities, or his moral nature.
2. Intelligence, or his mental faculties.
3. Physical qualities, or his mechanical machine.
4. Leadership.
5. Trade knowledge, or his technical education and experience.

The last two are referred to as "minor" not because they are of any less importance, but because in some ways they depend upon the other three.

Under the second point of view above, it may be stated that all men naturally fall into three groups -

First: Unsatisfactory
Second: Satisfactory, or average
Third: Exceptional

The definition of these qualities will obviously vary according to the kind of work for which a person is to be rated. This means that the definitions for these standard characteristics must be modified for each local department, and expressed in the terms of the detailed requirements of the respective jobs. Further the relative importance of each characteristic must be thought out in terms of local requirements. A report form for general use, but not designed specifically for any one department, is shown on Page 52, Form PT-19. The numbers located at the top of the rating columns on general characteristics indicate their relative importance. In the case of this report form, shown on Page 52, each of the five characteristics may be said to have a value of 20%, since this form is not for any particular department, and therefore the qualities are of equal importance. In adapting a report form to any department, these per cent numbers may vary from each other to any degree, so long as their total equal 100%.

As illustrations of how the relative importance of certain characteristics may vary - appearance, quality of voice, tidy habits are not so essential to an accountant as to a salesman, and tact, co-operation, and convincing manner are not so important to a chemist as to a foreman. Physical qualities for office workers would be defined so as to lay emphasis on eyesight and adaptability to inside, confining work, whereas for the pipefitter the definition should emphasize weight and muscular strength. Obviously, years of service and trade skill are necessary qualifications for foremanship, but these alone without some degree of leadership would hardly be sufficient. Leadership is of great importance in the case of executives, and would be defined as ability to win confidence, fairness in dealing with others, ability to plan work and delegate authority, ability to inspire ambition and develop

men, etc. In case of piece workers, it would be of little importance, as defined above; however, by defining it as a helpful attitude among fellow workers, ability to go ahead with a job without being told every detail, and ability to suggest better methods, a rating on probable potential leadership could be obtained. For the chemist or research engineer the definition of mental qualities would contain a large element of inventive ability, imagination in connection with mechanical details, and analytical ability.

These eight items - personal qualities, intelligence, physical qualities, leadership, trade knowledge, unsatisfactory performance, satisfactory performance, and exceptional performance - are listed on the back of the Employee's Record card for recording such reports as may be received from time to time.

Ratings so recorded must always be interpreted in the light of the specific definitions of the characteristics, as applied to particular kinds of work for which a given man is being considered; and therefore, the original reports should be kept on file after they have been transcribed on the Employee's Record Card, for reference in case more detail is wanted.

The perfectly balanced man is seldom, if ever, found, and the object of a plan of rating men is not so much to find perfection as it is to find the facts about the man as they are. By taking men as they are and fitting them into an organization, each according to his peculiar characteristics, the whole group becomes more effective and at the same time each individual will stand a better chance of making greater progress than if he proceeded in his own business, attempting to manage all sides of it himself. It is a wise man who knows his own limitations and sticks to those things which he can do better than his associates.

DETAILED INSTRUCTIONS

COVERING THE PREPARATION

AND USE OF

LABOR TURNOVER REPORTS

PT-16 DAILY LABOR TURNOVER

PT-17 MONTHLY LABOR TURNOVER REPORT

1. USE OF FORM PT-16: DAILY LABOR TURNOVER

General:- Post figures for each calender day of the month except Sunday and observed holidays, whether or not there has been any change in the force. Any additions or losses occurring on a non-posted day should be included in the figures for the following day.

Col. 1 - Include employees with less than one year's service under Benefit Plan. (Until Forms PT-4 are tabbed, obtain this information from the tickle file of employees not eligible to Death Benefits.)

Col. 2 - Include transfers from another department within the reporting Works or Division.

Col. 3 - Include transfers from another Works, Division or Company to the reporting Works or Division.

Col. 4 - Include employments of applicants who have had previous service with the reporting Works or Division.

Col. 5 - Include employments of applicants who have not had previous service with the reporting Works or Divison.

Col. 6 - Totals of Cols. 2, 3, 4 and 5.

Col. 7 - Include transfers to another department within the reporting Works or Division.

Col. 8 - Include transfers to another Works, Division or Company from the reporting Works or Division.

Col. 9 - Include all permanent lay-offs; also temporary lay-offs and leaves of absence which have been terminated either by the management or by expiration of the 90 (or 180) - day limit.

Col. 10 - Include all employees discharged for cause.

Col. 11 - Include all voluntary terminations while in active service or on inactive list, including temporary lay-offs and leaves of absence terminated by employee's resigning or securing work elsewhere.

Col. 12 - Include deaths, retirements, and other miscellaneous losses.

Col. 13 - Total of Cols. 7, 8, 9, 10, 11 and 12.

Col. 14 - Include all persons who have the status of an employee under the rules of the Company. In space above double line, marked*, bring forward Col. 14 for last day of preceding month for department concerned. To calculate daily "Grand Total", take "Grand Total"

(Col. 14) for preceding day, add thereto total "Additions to Force" (Col. 6) for current day and subtract from the result total "Losses from Force" (Col. 13) for current day.

Col. 15 - Include all temporary lay-offs until terminated (See Cols. 9 and 11) and all leaves of absence without pay until terminated (See Cols. 9 and 11).

Col. 16 - Include all sickness cases of over seven consecutive calender days' duration, and all "lost-time" accident cases, as defined by the Annuities & Benefits Committee.

Col. 17 - Include all cases of absences not included in Cols. 15 and 16, such as absences due to part-time working schedules, unexplained absences, etc. Compute this by subtracting the sum of Cols. 15 and 16 from Col. 18.

Col. 18 - Subtract Col. 19 from Col. 14.

Col. 19 - Include all wage-earners actually working during any portion of the day; also all salaried employees, except those included in Cols. 15, 16 & 17.

Total and Average (at bottom of form):
At end of each month total all columns. To calculate "Average", divide totals for each column by number of postings in Col. 19. For posting on Form PT-17, it is necessary to calculate "Average" for Cols. 1, 14, 15, 16, 17, 18 and 19 only, but other averages may be occasionally required.

2. USE OF FORM PT-17: MONTHLY LABOR TURNOVER REPORT

AVERAGE NUMBER OF EMPLOYEES:-

Post in Columns 2, 3, 4, 5, 6, 7 and 8, the averages, by department, obtained on PT-16, in Columns 19, 15, 16, 17, 18, 14 and 1 respectively.

ADDITIONS TO FORCE - NUMBER:-

Post in Columns 9, 10, 11, 12 and 13, the totals obtained by departments at bottom of PT-16, in Columns 2, 3, 4, 5 and 6 respectively. The "Grand Total" of Column 9 on Form PT-17 should not be filled in, since inter-departmental transfers are not additions to the Department or Works as a whole.

LOSSES FROM FORCE - NUMBER:-

Post in Columns 14, 15, 16, 17, 18, 19 and 20, the totals obtained by departments at bottom of PT-16, in Columns 7, 8, 9, 10, 11, 12 and 13 respectively. The "Grand Total" of Column 14, on

Form PT-17, should not be filled in, since inter-departmental transfers are not losses to the Department or Works as a whole.

GENERAL:-

Report the Departmental entries on PT-17 in detail under three groups - "Mechanical", "Process," and "Other", and show a sub-total for each of the three groups.

Forward your complete report promptly on the last day of every month to Annuities & Benefits Committee, 26 Broadway.

NOTE: See sample forms on Pages 49 & 50.

DETAILED INSTRUCTIONS

COVERING

RULES, PRINCIPLES and PROCEDURE

GOVERNING

INTRA-COMPANY & INTER-COMPANY TRANSFERS

LAY-OFFS

and

DISCHARGES

REFINERY PERSONNEL & EMPLOYMENT SYSTEM

Book of Procedure

Transfer Supplement

The following rules are based upon Circular Letter No. 20 sent out by the Secretary under date of July 15,1921; and will be followed in order to meet the requirements of that letter in a uniform manner.

Section A All directed movements of employees from one Works, Department or affiliated company to another will be classified under one of the three following heads and the organization transferring the men OUT will designate under which class the case falls and will so mark all papers which go forward.

a - Detached Service
b - Temporary Transfer
c - Permanent Transfer

1. DETACHED SERVICE DEFINED: This group will cover all employees who are temporarily assigned to work at other locations, but who remain on the pay roll of their Home Department or Works.

(a) Employee's Status on Detached Service: Such work will in no way effect the employee's status. Accidents or sickness disability, or death, occurring while on such service, should be reported to the Home Department or Works for disposition.

2. TEMPORARY TRANSFERS DEFINED: Under this class will fall all cases which are not known to be permanent at inception, or which it is presumed will permit the return of the employee to his Home Department or Works within one year. Such transfers will be issued for ninety days only; but, upon notification from the Department, Works or Company TO which the employee is transferred, will be subject to three renewals of ninety days each. A temporary transfer, having been reissued three times, will be referred to the Managers for further disposition before the expiration of the third renewal.

(a) Temporary Transfers - Employee's Status: By such transfers, no vacancy is created and the employee's status will not be disturbed at his Home Department or Works; and he shall be affected by all general changes in rates; shall maintain his seniority and in every respect receive the same consideration as though no transfer had been effected, except as noted in Section "C" below.

(b) Temporary Transfer - Personnel and Payroll Office Procedure: The Department or Works effecting this transfer, either "out" or "returning", will in all cases forward papers shown in Section "B", Pars.1, 4 and 5. See Section "B", Pars. 2 and 3 for duties of Receiving Office.

3. PERMANENT TRANSFERS DEFINED: This group will include all transfers which are known to be permanent at date of inception and all cases of Detached Service or Temporary Transfer, which subsequently become permanent.

(a) Permanent Transfers - Employee's Status: The employee so transferred severs his connection at the Home Department or Works. He shall be credited for all service to date of transfer. His departure creates an absolute vacancy.
See Section "C" sub-Pars.(a) and (b), below.

(b) Permanent Transfers - Personnel and Payroll Office Procedure: For this type of transfer, the procedure at the Works from which he goes shall be as outlined in Section "B", Pars. 1, 4 and 5 below.
See Section "B", Par. 2 below.

Section B — PROCEDURE FOR TRANSFERRING EMPLOYEES for both Sending and Receiving Offices. Transfer from One Department or Works to Another - Standard Oil Co. (N.J.)

1. The Department or Works FROM which the employee is transferred, shall send direct to the Department or Works TO which the employee is transferred:

a. Copy of employee's Service Record, Form P.T.-4 (or ABC-14-A) with employee's total service under Plan to date of transfer certified thereon by the Personnel Office or its equivalent. A rubber stamp will be provided for this purpose.
See Section "F".

b. Copy of employee's medical examination record Form ABC-14-B. Enclosed in sealed envelope marked "For Confidential Files of Medical Department."

c. If employee is eligible to death benefits, the originals of all Forms ABC-40-B, Acceptance of Preferred Schedule, or 40-D, Special Beneficial Designation, executed by employee, or (if these forms have not been executed and death benefits are covered by an Equitable certificate in effect on May 31, 1921) the employee's original Equitable group insurance statement.

d. Stock Acquisition - Send to Trustees under Stock Acquisition Plan, 26 Broadway, New York, Form T.K.-13 (Transfer Notice), giving details of transfer. Send copy of this form, together with Application and Authorization blank to Company, Department or Works to which employee is transferred. One copy will be retained. The Trustees will decide each case and notify the employee and the organization to which transferred of action taken.

2. The Department, Works or Company RECEIVING the employee will send to the Trustees under the Stock Acquisition Plan completed Form T.K.-13 when the employee is entered on their payroll.

3. The Department, Works or Company, which has RECEIVED an employee on Temporary Transfer, will notify his home station in advance of all ninety day renewals of such temporary transfer or of the transfer becoming permanent by action of the Managers (at the end of one year) or otherwise.

4. Inasmuch as the records mentioned in Section "B" hereof originate in the Personnel, Medical and Payroll Offices, it is recommended that the Personnel Managers make arrangements with those departments to have records transmitted through the Personnel Office, so that all papers can there be assembled and go forward in the same large envelope which contains P.T.-4 (or 14-A).

5. In the case of all intra-company transfers, involving the New York Office and all the inter-company transfers, the data under Section "B", Par. 1, above, shall be "cleared" through the Secretary's office.

Section C Employees' Rights under Annuities and Benefits and Stock Plans while transferring, etc.: Employees on transfer status (not Detached Service), while in transit, shall, upon termination of active service at their Home station, be considered as employees of the Company, Department or Works to which they are being transferred. In this connection, however, please note the following:

a. In the case of personal injury, settlement will be made by the Company which is legally liable for the accident.

b. If the employee is transferred to a Subsidiary Company outside the United States which has not adopted a Plan of Death Benefits, the employee will be considered as eligible to Death Benefits, under the "Plan for Annuities and Benefits" of this Company in accordance with the provisions thereof.

c. In the case of temporary transfers, if the Stock Acquisition Plan has not been adopted by the Company to which the employee is transferred, the employee shall be entitled to hold his subscription account in suspense for a period of ninety days; this privilege to be renewed with each reissue of the Temporary Transfer.

Section D Credit for Service: If an employee is to be transferred to a Company, service for which cannot be credited under the "Plan for Annuities and Benefits" of this Company, the management may, if it so desires, refer the case to the Annuities and Benefits Committee to ascertain whether or not the circumstances surrounding the transfer warrant an exception to the regular rules.

Section E Conditions should be explained to Employee: The Personnel Manager should carefully explain to the employee all the conditions of transfer and see to it that the employee fully understands the effect that the transfer is to have upon his status.

Section F Certificates of Service: A certificate of Service made by one Personnel Office, will be sufficient evidence to warrant a future certification of that service by the organization to whom he is sent, so that only one copy of P.T.-4 (or 14-A) need go forward at each transfer. The retained copy should be placed in a "Men Transferred" file for future reference. On the return of the employee to that Department or Works, the old card should be removed from the files and destroyed. The P.T.-4 which accompanies him will be copied and the copy will become the official record, the accompanying card being kept for reference only.

A. RULES, PRINCIPLES and PROCEDURE GOVERNING LAY-OFFS

I. RULES GOVERNING LAY-OFFS:

1. Permanent Lay-offs to be made in the following order:

(a) Inefficient employees of less than one year's service, unless Superintendent exempts them because of pending accident disability, or because needed as witnesses in accident cases.

(b) Inefficient employees of more than one year's service, unless Superintendent exempts them because of:

(1) Long service.

(2) Pending accident or sickness disability, or because needed as witnesses in accident cases.

2. Temporary Lay-offs: In laying off efficient employees, consideration in the following order:

(a) Length of service.

(b) Comparative ability.

NOTE: In connection with the phrase "Comparative ability" - The order of lay-off hinges on, first, potential ability; second, present ability; and, third, ability as estimated in connection with retaining a well rounded working organization. It is obvious that with work cut to a minimum it will be necessary to keep a force such as can best handle that work and which will be the best nucleus for future expansion, seniority, service and citizenship being the determining factors between individuals of equal usefulness in such a program.

(c) Number of dependents.

II. GENERAL PRINCIPLES GOVERNING TEMPORARY LAY-OFFS:

1. Men of long service should be given preference, especially where service amounts to more than ten years.

2. Americans to be given preference over aliens in cases where service and ability are equal.

(DEFINITION: By "alien" is included all employees who have not been admitted to citizenship even though they may have taken out their first papers.)

3. Employees with dependents are to be given preference over those without dependents, service and ability being equal. In applying this principle, preference is to be given to those having the larger number of dependents.

(DEFINITION: The term "dependent" includes wife and children. It also includes other relatives who are sick or disabled, and who have relied totally upon the employee for support for at least one year prior to lay-off. No person will be considered a dependent who is employed by this or any other company.)

III. PROCEDURE GOVERNING ALL LAY-OFFS:

The Employment or Personnel Office should be asked to furnish foremen lists and records as to service, dependents, etc., of all employees considered for either temporary or permanent lay-offs in accordance with these rules and principles.

IV. ADVANCE NOTICE OF LAY-OFFS:

Form PT-23 (Advance Notice of Temporary Lay-offs) is to be used in all cases of laying-off temporarily efficient men who have had more than one year's service, observing the prescribed procedure, as issued for the use of this form. (See Page 13)

V. FOLLOW-UP OF MEN TEMPORARILY LAID-OFF:

Employees temporarily laid-off, should be instructed to notify the Employment Manager promptly if they change their address or obtain gainful employment elsewhere. If the sickness or death of an employee while temporarily laid-off is reported, an investigation shall then be made to determine whether the employee has obtained gainful employment elsewhere prior to his being taken sick or to date of his death. A temporary lay-off becomes terminated automatically at the end of the 30 (or 180) day period.

B. DISCHARGE:

All discharges will conform with the rules of the Joint Agreement, Section II, but the following principles shall apply in regard to terminations caused by the non-performance of work assigned:

1st. Posted offense Number FOUR shall be understood to include

(a) Positive refusal by an employee to do his work. On the monthly report this will be stated as: "Refused to perform work assigned."

(b) Intentional failure by an employee to carry out his instructions and do the work assigned. On the monthly report this will be stated as: "Did not perform work assigned."

(c) Actual incompetence on the part of an employee to do the work for which he represented himself as capable at the time of hiring. Usually this offense should be listed under Article B, of the Joint Agreement, but there may be instances of this sort when conditions require discharge without warning. Such discharges should be entered on the monthly report as: "Actually incompetent to do work for which hired and transfer not possible."

2nd: Article B, of the Joint Agreement, shall include all discharges of employees who persist in failing to do a fair day's work after warnings or after efforts to transfer them to duties within their abilities. Each discharge on the monthly report classified under Article B should be given brief remarks sufficiently explanatory, including a statement that warning has been given."

SAMPLES OF FORMS

To Be Used In

PROCEDURE OF INTERVIEWING AND EMPLOYING

NOTE:

1. The forms shown on the following pages are in practically every instance, a consolidation of various forms now in use at the different refineries, and embody all the changes agreed upon at the conferences held at 26 Broadway, November 18th and 19th.

2. It is not the intention that the Personnel Managers will use any of the forms which are not needed by them, but no forms other than those provided for in the procedure should be used without first referring the matter to 26 Broadway in order that standardization may be retained.

3. In ordering forms from 26 Broadway estimates should be based on the requirements for six months.

APPLICATION FOR FUTURE EMPLOYMENT

S. O. CO. (N. J.) **APPLICATION FOR FUTURE EMPLOYMENT**

DATE_____

Job Wanted_____ Graded as_____

Name_____ Nearest Telephone_____

Address_____ Town_____

Country of Birth_____ First Papers Date / Second Papers_____ Date_____

Age_____ Married?_____ Ages of Children_____ Weight_____ lbs.

Schooling { Foreign yrs. / American yrs._____ To what grade?_____

Any prior service with S. O. Co.?_____ Where? How Long?_____

Duties_____ Why did you leave?_____

What relatives or friends are in employ of this Company?_____

Military Service_____ Grade Attained_____

P. T. 1 (Over)

Face

FORMER EMPLOYERS

NAMES OF LAST THREE EMPLOYERS	Position Held	No. of Years	Dept.	Check	Rate	Reports of Former Employers
Last Firm						
Address						
Why did you leave?						
Firm before that						
Address						
Why did you leave?						
Firm before that						
Address						
Why did you leave?						

COMMENT:	RATING ESTIMATED ON INTERVIEW	Poor	Below Average	Average	Very Good	Excep-tional
	Personal Qualities					
	Intelligence					
Apparent physical defects:	Physical Qualities					
	Leadership					
	Trade Knowledge					

Back

INTERVIEW NOTIFICATION

STANDARD OIL COMPANY (N. J.)

_____Works

P. O. Box
No._____ _____192____.

_____

_____

Dear Sir:

Our records show that on_____ you applied at this office for a position as_____.

We now have an opening in which you may be interested and we should be pleased to see you at this office not later than_____.

Very truly yours,

NOTE: BRING THIS LETTER WITH YOU.

P. T. R.-2

IMMEDIATE EMPLOYMENT AND INDEX CARD

S. O. CO (N. J.)

IMMEDIATE EMPLOYMENT AND INDEX CARD

NAME CHECK

ADDRESS Date Hired

M. S. or W. Children

PREVIOUS SERVICE

Term'd Check Dept.

Nationality Citizen of

DOCTOR'S REPORT

References:

Passed Rejected Class____ Weight_____ Age_____ Height_____ Color_____

Remarks:

Face Original

Remarks:

DEPARTMENT:

Interviewer's Report	Foreman's Report
Trade	Trade
Rate	Rate
Interviewer:	Foreman:

P. T. 3 Orig. (This copy for Employment Office)

Name (below) Check Nos. (below)

Face Duplicate

Remarks:

DEPARTMENT:

Interviewer's Report	Foreman's Report
Trade	Trade
Rate	Rate
Interviewer:	Foreman:

P. T. 3 Dup. (This copy for Check House)

Face Triplicate

Remarks:

DEPARTMENT:

Interviewer's Report	Foreman's Report
Trade	Trade
Rate	Rate
Interviewer:	Foreman:

P. T. 3 Trip. (This copy for Foreman)

Face Quadruplicate

Remarks:

DEPARTMENT:

Interviewer's Report	Foreman's Report
Trade	Trade
Rate	Rate
Interviewer:	Foreman:

P.T. 3 Quad. (This copy not to leave Employment Office)

Name (below) Check Nos. (below)

INTENTIONAL SECOND EXPOSURE

IMMEDIATE EMPLOYMENT AND INDEX CARD

S. O. CO (N. J.)

IMMEDIATE EMPLOYMENT AND INDEX CARD

NAME _____ CHECK

ADDRESS _____ Date Hired

M. S. or W. Children

PREVIOUS SERVICE

Term'd Check Dept.

Nationality
Citizen of

DOCTOR'S REPORT

Passed Class Weight Age
Rejected Height Color
Remarks:

References:

Remarks:

DEPARTMENT:

Interviewer's Report	Foreman's Report
Trade	Trade
Rate	Rate
Interviewer:	Foreman:

P. T. 3 Orig. (This copy for Employment Office)

Face Original

Name (below) Check Nos. (below)

Remarks:

DEPARTMENT:

Interviewer's Report	Foreman's Report
Trade	Trade
Rate	Rate
Interviewer:	Foreman:

P. T. 3 Dup. (This copy for Check House)

Face Duplicate

Remarks:

DEPARTMENT:

Interviewer's Report	Foreman's Report
Trade	Trade
Rate	Rate
Interviewer:	Foreman:

P. T. 3 Trip. (This copy for Foreman)

Face Triplicate

Remarks:

DEPARTMENT:

Interviewer's Report	Foreman's Report
Trade	Trade
Rate	Rate
Interviewer:	Foreman:

P.T. 3 Quad. (This copy not to leave Employment Office)

Face Quadruplicate

Name (below) Check Nos. (below)

Dep. | M | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | 32 | 33 | 34 | 35 | 36 | 37 | 38 | 39 | 40 | 41 | 42 | 43 | 44 | 45 | 46 | 47 | 48 | 49 | 50 | C | 60 | 61 | 62 | 63 | 64 | 65 | 66 | 67 | 68 | 69 | 70 | 71 | 72 | 73 | 74 | 75

Standard Oil Company (New Jersey)

EMPLOYEE'S RECORD

CURRENT			
Rate	Dept.	Serial No.	Check No.

Full Name _____ (Last) (First) (Middle)

Address _____ (No.) (St. or Ave.) (City) (State)

Tel. No. _____

Male / Female | Date of Birth | Age ____ Color | Height ____ Weight | Single / Married | Widowed / Divorced

Ages of Children _____ Medical Exam. Rating | 1 | 2A | 2B | 2C | 3 | 4 | 5 | 6 |

Permanent Physical Disability

Date _____

Aim _____

Position desired _____

Country of Birth _____ Citizen or Subject of _____

Date of arrival in United States _____

United States Citizenship 1st Papers: Place _____ Date _____

2nd Papers: Place _____ Date _____

Principal dependent _____ (Full Name) (Relationship) (No.) (St. or Ave.) (City) (State) (Telephone)

Person to notify in an emergency _____ (Full Name) (Relationship) (No.) (St. or Ave.) (City) (State) (Telephone)

Education	60 Common School	61 High School	62 Other School	63 College or University
Name				
Place				
Course				
Class				
No. of Yrs.				
Graduate				

Languages	Indicate proficiency as "poor," "fair" or "excellent"			
	64 English	65	65	65
Speak				
Read				
Write				

67. Military experience
Branch of Service _____ Length _____
Rank attained _____
68. Subject to service in _____
Remarks:

66. Athletics, music and other abilities or interests _____

Occupations	Principal	Secondary	Special	Special
	Yrs. Index # Class	Yrs. Index # Class	Yrs. Index # Class	Yrs. Index # Class
Position Duties				
Last Employer Address				
Dates-Salary Cause of leaving	from to Mo. Sal.	from to Mo. Sal.	from to Mo. Sal.	from to Mo. Sal.

RECORD OF PREVIOUS EMPLOYMENT IN THIS COMPANY AND PREDECESSOR OR AFFILIATED COMPANIES

Employee's Claim							Verification by Co.					
Company	Dept. or Works	Location	Position	From	To		Company	Dept. or Works	From	To	Mos.	
											TOTAL	

Remarks:

Recommended by

Signature of person initiating this form _____

Signature of employee _____

Form P. T. 4

EMPLOYEE'S RECORD (Face)

Key: A: Commenced. B: Advanced. C: Reduced. D: Transferred. E: Laid Off. F: Resigned. G: Discharged. H: Returned. K: Reinstated. L: Leave of absence without pay. M: Military Service.

SERVICE

Check No.												
Department												
Position (Title)												
Rate of Pay												
Effective Date From												
Effective Date To												
Reason for Action												
Reason for Action												

RATING

FOR ENTERING REPORTS ON SELECTED GROUPS AT SUCH TIMES AS MAY BE DESIGNATED.

	For rating at time of hiring															
Position at time of rating																
Personal Qualities																
Intelligence																
Physical Qualities																
Leadership																
Trade Knowledge																
PERFORMANCE — Unsatisfactory																
PERFORMANCE — Satisfactory																
PERFORMANCE — Exceptional																
Date of rating																
Rated by																
Position																
Department																

INSURANCE

Certificate No.												
Effective Date												
Service used for Computing Insurance — Yrs. Mos.												
Service used for Computing Insurance — on (date)												
Amt. of Insurance												
Adjustment "A" or "NA"												
Date Terminated												

CHANGES IN ADDRESS

Street and Number	City or Town & State	Tel. No.

ABSENCES OF MORE THAN 30 DAYS

Cause	PERIOD From	PERIOD To	Mos.	Days

ACCIDENTS

Date	Hours Lost	Nature	Fault of Employee

69 Minor Executive_____ 70 Executive_____ 71 Co. Schools_____ 72 Representative_____

73_____ 74_____ 75_____

REMARKS:

Page 37

EMPLOYEE'S RECORD (Back)

REFERENCE INVESTIGATION

STANDARD OIL COMPANY (N. J.)

_____ Works

P. O. Box No. _____ _____ 192____.

_____

_____

Gentlemen:

Mr. _____ of _____, an applicant for a position with us as a _____, has given us your name as reference and claims to have been employed by you from _____ to _____ under check number _____ in your _____ Department.

We would appreciate any information which you may be pleased to give, and assure you of our willingness to reciprocate at any time.

Will you favor us confidentially with answers to the following questions?

Very truly yours.

_____

1. Is the above approximately correct?

2. Can you recommend the applicant as to character and disposition?

3. How do you rate his ability as workman?

4. Why did he leave your employ?

5. Would you re-employ?

_____

Signature of Addressee

I hereby authorize you to furnish the information requested.

_____ Witness

_____ Signature of Applicant

Further Remarks:

P. T. R.-5

INSTRUCTION BOOK

Form PT-6 is a small book of brief information and instruction which is to be given to the man at the time of employment. It is now in the course of preparation.

REQUISITION CARD

S. O. CO. (N. J.) **REQUISITION CARD** P. O. FILE No.
(Help Wanted)

The _____ Department will require additional help as indicated.

DATE _____ _____
Dept. Superintendent

No.	Trade or Position	Class	Rate	To Commence	Gen'l Supt's Action

Face

Remarks: (Show below any special requirements, duties, conditions or opportunities):

Reason for Requisition:

T. 7 NOTE: This card is to be sent by the Department Head to the Personnel Office direct. (Over)

Information on this card was entered at the Personnel Office in accordance with telephonic / verbal order received from Mr. _____

at _____ o'clock on _____ 192 ____

_____

REMARKS:

Back

LIST OF PERSONS EMPLOYED

STANDARD OIL CO. (N. J.)

_____ WORKS _____ 192

THE FOLLOWING WERE HIRED ON _____ 192 _____ SHEET NO. _____

NAME	CHECK	DEPARTMENT	RATE	HOME ADDRESS	M. S. OR W.	PREVIOUS SERVICE		
						TERM'N'D	CHECK	PLANT

P. T. 8—6-2413

_____
PERSONNEL MANAGER

TRANSFER LIST
STANDARD OIL CO. (N. J.)

_____ Works _____ 192

The following were transferred on _____ 192____

FROM				TO				
NO.	RATE	DEPARTMENT	OCCUPATION	NAME	RATE	DEPARTMENT	OCCUPATION	NO.

Personnel Manager

P. T. 9

LIST OF PERSONS TERMINATED
STANDARD OIL CO. (N. J.)

_____Works _____, 192____

The following were terminated on_____ 192___ SHEET NO.

CHECK	NAME	DEPARTMENT	REASON	*CLASS KEY	DATE HIRED

*In compliance with Section I of Memorandum on "Points to be considered in connection with Lay-offs and Discharges", Personnel Managers will here enter "Key" to show "Class" as follows:

Class "A" - Cases under Section III, Par. A-1 and Section III, Par. B-5 and DECEASED or RETIRED under Annuities and Benefits Plan.

" "B" - Cases under Section III, Par. C-1 and Section III, Par. D-1.

" "C" - Transfers "out" of the Plant.

_____
Personnel Manager

P. T. 10

LIST OF PERSONS TERMINATED

S. O. CO. (N. J.)

PERMANENT TRANSFER

NAME_____ CHECK_____

TO _____, 192____

It is recommended that the above employee of your Department be transferred as indicated for the reason that:

Please state your opinion on this form sending it with the man to the other Foreman concerned who will, in turn, make recommendation and return to this office.

	DEPT.	CHECK	RATE	POSITION	FOREMAN'S SIGNATURE
From					O K. NO.
To					O K. NO.

If either Foreman objects to this transfer he will give reason here:

Personnel Manager

P. T. 11 (Over)

Face

Mr._____
General Superintendent

Sir: Will you kindly indicate your action as concerns the case shown on reverse hereof and return card to this office?

Back

Single_____

Hired_____ Age_____ Married_____ No. of Children_____

Remarks:

Respectfully,

Personnel Manager

Approved Disapproved Hold (and refer to me on_____)

Remarks:

General Superintendent

Entered on Transfer List for_____, 192____ By_____

TEMPORARY TRANSFER

S. O. CO. (N. J.)

DEPARTMENTAL TEMPORARY TRANSFER

To: PERSONNEL OFFICE _____, 192__

This Department can lend / needs employees temporarily as noted below:

NO.	TRADE	RATES	HOW LONG	COMMENCING	WORK TO BE DONE

Remarks on General Qualifications of Men:

FOREMAN_____

DEPARTMENT_____

P. T. 12

TERMINATION SLIP

S. O. CO. (N. J.)

TERMINATION SLIP

NAME_____ CHECK_____

SERIAL NO._____

QUIT	LAID OFF	DISCHARGED	HOUR	DAY	RATE

CAUSE

TOOL ROOM O. K.

CHECK HOUSE

FOREMAN

EMPLOYEE'S STATEMENT_____

APPROVED_____ DATE_____

P. T. 13—(Original)

APPROVED_____ DATE_____

P. T. 13—(Duplicate)

APPROVED_____ DATE_____

P. T. 13—(Triplicate)

APPLICATION TO CHANGE RATE
(In triplicate)

Face

S. O. CO. (N. J.) **APPLICATION TO CHANGE RATE**

Dept. _____

To: PERSONNEL OFFICE _____ 192___

It is recommended that the following change in rate be authorized.

_____
Foreman

EMPLOYEE'S NAME _____ CHECK _____

	RATE	TRADE & CLASS	TEMPORARY EXPERIENCE	DATE EFFECTIVE	REASON
From					
To					

To Mr. _____

Respectfully submitted. Total Service _____

Has been in our employ since _____

Remarks: Date of last increase _____

_____
Personnel Manager

P. T. 14 [Orig.] (Over)

P. T. 14 [Dupl.] (Over) Personnel Manager

P. T. 14 [Tripl.] (Over) Personnel Manager

Back

To: PERSONNEL OFFICE

Returned. Approved. Disapproved.

Effective as of _____

_____
General Superintendent

To: Foreman of Dept.

Returned with the information that our records have _____ been changed and Payroll Dept. has _____ been furnished with a copy of this slip.

DATE: _____
Personnel Manager

DATE: _____
Personnel Manager

DATE: _____
Personnel Manager

Date .....

No. 2566

Name .....

Check .....

To .....

Expires .....

Package .....

Issued by .....

TEMPORARY PASS

No. 2566 Date .....

Name ..... Check .....

Pass bearer to .....

This pass not good after .....
and must be surrendered on that date.

.....

P. T. 15

Face

PACKAGE PASS

The bearer, whose name appears on the face hereof, has authority to carry a package through the gate.

Weight (about) ..... lbs.

Size .....

Contents .....

Pass to be taken up by watchman.

.....

Back

DAILY LABOR TURNOVER

COMPANY DEPARTMENT MONTH ENDING

DAY OF MONTH	ADDITIONS TO FORCE						LOSSES FROM FORCE								INACTIVE					DAY OF MONTH
	LESS THAN ONE YEAR'S SERVICE	TRANSFERS		RE-EMPLOY-MENTS	NEW EM-PLOY-MENTS	TOTAL	TRANSFERS		PER-MANENT LAY-OFFS	DIS-CHARGES FOR CAUSE	RESIG-NATIONS	OTHER	TOTAL	GRAND TOTAL	TEMPO-RARY LAY-OFFS AND LEAVES OF ABSENCE	SICKNESS AND ACCIDENT CASES	OTHER ABSENCES	TOTAL	TOTAL ACTIVE	
		INTER-DEPART-MENTAL	FROM ANOTHER WORKS, DIVISION OR COMPANY				INTER-DEPART-MENTAL	TO ANOTHER WORKS, DIVISION OR COMPANY												
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14) *	(15)	(16)	(17)	(18)	(19)	
1																				1
2																				2
3																				3
4																				4
5																				5
6																				6
7																				7
8																				8
9																				9
10																				10
11																				11
12																				12
13																				13
14																				14
15																				15
16																				16
17																				17
18																				18
19																				19
20																				20
21																				21
22																				22
23																				23
24																				24
25																				25
26																				26
27																				27
28																				28
29																				29
30																				30
31																				31
TOTAL																				TOTAL
Average																				Average

P.T.16

*Insert Column (14) For Last Day of Preceding Month

MONTHLY LABOR TURNOVER REPORT

MONTHLY LABOR TURNOVER REPORT

COMPANY | DEPARTMENT OR WORKS | MONTH ENDING

DEPARTMENT	AVERAGE NUMBER OF EMPLOYEES						ADDITIONS TO FORCE—NUMBER						LOSSES FROM FORCE—NUMBER						
		INACTIVE						TRANSFERS					TRANSFERS						
	ACTIVE	TEMPORARY LAY-OFFS AND LEAVES OF ABSENCE	ACCIDENT AND SICKNESS CASES	OTHER ABSENCES	TOTAL	TOTAL	LESS THAN ONE YEAR'S SERVICE	INTER-DEPARTMENTAL	FROM ANOTHER WORKS, DIVISION OR COMPANY	RE-EMPLOYMENTS	NEW EMPLOYMENTS	TOTAL	INTER-DEPARTMENTAL	TO ANOTHER WORKS, DIVISION OR COMPANY	PERMANENT LAY-OFFS	DISCHARGES FOR CAUSE	RESIGNATIONS	OTHER	TOTAL
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)	(20)
GRAND TOTAL							XXX						XXX						

DATED

SIGNED

P. T. 17

ABSENCE RECORD

STANDARD OIL COMPANY (N. J.)
PERSONNEL AND TRAINING

EMPLOYEES' RATING REPORT

.....WORKS .....192.....

READ CAREFULLY THE DISCUSSION ON RATING BEFORE MAKING REPORT

REPORT ON..... NAME ..... CHECK NO. ..... POSITION ..... DEPARTMENT WORKS

..... AGE ..... YEARS WITH CO. ..... YEARS IN PRESENT POSITION ..... NUMBER OF DEPENDENTS

RATING ON GENERAL CHARACTERISTICS

INDICATE RATING WITH CHECK (√)

CHARACTERISTICS	4 POOR, UNSATISFACTORY	8 BELOW AVERAGE DOUBTFUL	12 AVERAGE SATISFACTORY, EQUAL WITH MAJORITY	16 ABOVE AVERAGE, VERY GOOD	20 EXCEPTIONAL, STANDS OUT, ATTRACTS ATTENTION
1 PERSONAL QUALITIES — DEPENDABLE, INDUSTRIOUS, OPEN-MINDED TACTFUL LOYAL					
2 INTELLIGENCE — JUDGMENT, PERCEPTION, LOGICAL, CLEAR, RESPONSIVE					
3 PHYSICAL QUALITIES — HEALTH, ENDURANCE, APPEARANCE, SIZE, VOICE, SIGHT, HEARING					
4 LEADERSHIP — INSPIRING, CONVINCING, PERSONALITY, RESOURCEFUL, ASSUME RESPONSIBILITY					
5 TRADE KNOWLEDGE — INFORMATION, EXPERIENCE, TECHNICAL, EDUCATION					

RATING ON PERFORMANCE

READ ALL THREE PARAGRAPHS 6, 7 AND 8 BELOW CAREFULLY BEFORE CHECKING THE ONE WHICH DESCRIBES HIM IN HIS PRESENT WORK.

(CHECK (√) AND FILL OUT ONLY ONE OF THESE)

6 ☐ CHECK — UNSATISFACTORY IN PRESENT WORK

WHAT "OTHER WORK" DO YOU HONESTLY FEEL HE COULD DO WELL?.....
(SUCH AS: "WILL GIVE FURTHER TRIAL," "WILL RECOMMEND FOR OTHER WORK," "WILL LET GO AS SOON AS POSSIBLE," ETC.)

WHAT ACTION IS PLANNED?.....

WHAT IS HIS CHIEF DEFECT?.....

CAN IT BE REMEDIED?..... HOW?.....

7 ☐ CHECK — SATISFACTORY IN PRESENT WORK (RENDERING FULL SERVICE, BUT NOT QUALIFYING FOR LARGER RESPONSIBILITIES)

WHAT IS HIS CHIEF LIMITATION?.....

WOULD SPECIAL TRAINING HELP HIM?.....

WHAT? .....

8 ☐ CHECK — EXCEPTIONAL (WILL RAPIDLY DEVELOP FOR GREATER RESPONSIBILITIES)

IF SO, ALONG WHAT LINE?.....

WHERE? (YOUR DEPT. OR SOME OTHER?).....

WHEN WILL HE BE READY FOR ADVANCED DUTIES? .....

WHAT ARE YOU PLANNING AS THE NEXT STEP IN HIS DEVELOPMENT?.....

9 REMARKS, INCLUDING ANY PRESENT EFFORTS AT SELF EDUCATION AND ANY SPECIAL AMBITION:

.....

.....

.....

RATED BY..... NAME ..... POSITION ..... DEPARTMENT

APPROVED BY..... NAME ..... POSITION

CHECKED ON PERSONNEL RECORD

..... EMPLOYMENT MANAGER

FORM PT——19

EMPLOYEE'S PASS

EMPLOYEE'S PASS

..... 192___

PLEASE PASS ....
(NAME OF EMPLOYEE) (CHECK NO.)

TO .....

AT ..... A. M. ..... P. M. ..... 192___

REMARKS .....

.....

SIGNED .....

P. T. 20

NOTICE OF ABSENCE

NOTICE OF ABSENCE

NAME ..... CHECK No. .....

ADDRESS .....

AGE ..... OCCUPATION ..... LENGTH OF SERVICE .....
(TO BE FILLED OUT IN SICK CASES)

REASON .....
(SICK CASES MUST HAVE DOCTOR'S AUTHORIZATION BEFORE RETURNING TO WORK)

.....

DAY OF REST ..... WHAT SHIFT .....

FIRST DAY ABSENT ..... REPORTED BY .....

RECEIVED BY ....A.M. .....P.M. .....192.....

P. T. 21—S-2067

ADVANCE NOTICE OF TEMPORARY LAY-OFF

S. O. CO. (N. J.)

ADVANCE NOTICE OF TEMPORARY LAY-OFF

.....192.....

MR.....

THE COMPANY REGRETS THAT OWING TO PRESENT CONDITIONS IT WILL BE NECESSARY TO LAY YOU OFF TEMPORARILY, COMMENCING .....

YOUR LAST DAY OF WORK WILL BE.....
DURING WHICH NECESSARY INSTRUCTIONS WILL BE GIVEN YOU.

THIS ADVANCE NOTICE IS GIVEN IN COMPLIANCE WITH THE COMPANY'S ANNOUNCED POLICY. THE PERSONNEL OFFICE WILL NOTIFY YOU WHEN YOUR SERVICES ARE AGAIN NEEDED, BUT IF YOU SHOULD OBTAIN EMPLOYMENT ELSEWHERE, KINDLY NOTIFY THE PERSONNEL OFFICE.

.....
GENERAL SUPERINTENDENT

PT-22

.....
GENERAL SUPERINTENDENT

PT-22

.....
GENERAL SUPERINTENDENT

PT-22

VISITOR'S PASS

AGREEMENT 7689

In consideration of the permit granted to me by Standard Oil Co. (N. J.), on my request, to enter the enclosure of its plant at

the undersigned, being of full age, does hereby release and discharge the Standard Oil Company (New Jersey), its officers and employees from all liability to the undersigned and/or his personal representatives for all loss or damage, and any claim or demands therefor, on account of injury to the person or property of the undersigned caused, whether negligently or otherwise, by said Standard Oil Company (New Jersey), its officers, agents, employees, licensees, or any of them, while the undersigned is within the enclosure of said plant or any part thereof.

Smoking and cameras absolutely prohibited.

.....

DATE ISSUED.....DATE EXPIRES.....

WITNESS:

P.T.24 .....

Standard Oil Co. (N. J.)

STANDARD OIL COMPANY

VISITOR'S PASS

7689

Smoking and cameras prohibited.

Expires.....

This must be surrendered to watchman.

S A M P L E S O F T A B S

To Be Used With

FORM - PT-4

(Employee's Record)

SAMPLES OF TABS

FOR DEPARTMENT TABS ("DEP")

Process List . . . . . Blue

Mechanical List . . . . . Tan

Clerical List . . . . . Crimson

Case and Can List . . . . . .Pink

Barrel and Cooperage List . . . . . Yellow

Engineering and Scientific List . . . . .Orange

Marine List . . . . . Brown

FOR CROSS REFERENCE TABS ("C")

Process List . . . . . .Blue

Mechanical List . . . . . .Tan

Clerical List . . . . . Crimson

Case and Can List . . . . . Pink

Barrel and Cooperage List . . . . . .Yellow

Engineering and Scientific List . . . . . Orange

Marine List . . . . . Brown

FOR OCCUPATIONAL TABS (1-49 inc.)

Experience. . . . . .Green

Inexperience. . . . . .Red

FOR NON-ENGLISH SPEAKING EMPLOYEES (64). . . . .Black

FOR MARKING PRESENT OCCUPATION ("X")

Marked with pencil . . . . . Green or Red

(N.B. These sample tabs are clipped in half for display in this book only.)

The Following

is

A Straight Alphabetical Index

to

Occupations of the Standard Oil Company (N. J.)

- o O o -

ALPHABETICAL LIST

STANDARD OIL OCCUPATIONS

Job	Card Index No.	Card Color	Statistical No.	Department	List
Accountant, Cost & Yield	4	Crimson	304	Clerical	Clerical
Accountants, Junior	1	Crimson	301	Clerical	Clerical
Accountants, Trained	1	Crimson	301	Clerical	Clerical
Acid Stillman	18	Blue	118	Still Oper.	Process
Acid Treater	31	Blue	131	Treating	Process
Actuaries, etc.	9	Crimson	309	Clerical	Clerical
Agitator, Cont.Process Treater	30	Blue	130	Treating	Process
Analytical Chemist	1	Orange	601	Chemical	Eng. & Scien.
Angle Smith	1	Tan	201	Boiler Shop	Mechanical
Apprentices Lathe	31	Red	231	Machine "	Mechanical
Apprentices Other see Helpers					
Artists Transfer	18	Pink	418	Cap Press Oper.	Case &Can.
Asbestos Wkrs. & Pipe Coverers	25	Tan	225	Carpenter Shop	Mechanical
Assistant All lists (See jobs in each case for numbers.)					
Assistant Engineer,First	10	Brown	710	Engine	Marine
Assistant Engineer, (Harbor tugs, etc.)	13	Brown	713	Engine	Marine
Assistant Engineer, Second	11	Brown	711	Engine	Marine
Assistant Engineer, Third	12	Brown	712	Engine	Marine
Automobile Mechanic	39	Tan	239	Yard &Labor	Mechanical
Automotive Engineers	4	Orange	604	Engineers	Eng. & Scien.
Baker,and Second Cook	18	Brown	718	Steward	Marine
Barrel Cleaners	19	Yellow	519	Wd.Bbl.& Coop.	D.B.& Coop.
Beaders & Flangers	1	Yellow	501	Pitch Drum	D.B.& Coop.
Benders, One Gal.	4	Pink	404	Can Press Opr.	Case & Can.
Blacksmiths	2	Tan	202	Boiler Shop	Mechanical
Blank Cutter	5	Pink	405	Can Press Opr.	Case & Can.
Boatswain	6	Brown	706	Deck	Marine
Boatmen	33	Pink	433	Miscellaneous	Case & Can.
Body Press	4	Pink	404	Can Press Opr.	Case & Can.
Boiler Cleaners	1	Blue	101	Boiler House	Process
Boiler Maker	45	Tan	245	Boiler Shop	Mechanical
Bookkeepers, Junior	2	Crimson	302	Clerical	Clerical
Bookkeepers, Trained	2	Crimson	303	Clerical	Clerical
Boring	20	Yellow	520	Wd.Bbl.&Coop.	D.B.& Coop.
Boring Mill & Drill Press Operators including Punch & Shermen Scarfers & Rollers Handymen	5	Tan	205	Boiler Shop	Mechanical

A L P H A B E T I C A L L I S T

STANDARD OIL OCCUPATIONS

Job	Card Index No.	Card Color	Statistical No.	Department	List
Boys, Mess	19	Brown	719	Steward	Marine
Boys, Office	27	Crimson	327	Clerical	Clerical
Brakemen	41	Tan	241	Railroads	Mechanical
Brass Foundrymen	30	Tan	230	Machine Shop	Mechanical
Brazers	6	Yellow	506	Steel Barrel	D.B.& Coop
Breakers Tin	15	Pink	415	Cap Press Op.	Case & Can
Brick Layers	26	Tan	226	Mason	Mechanical
Bridge & Dock Bldrs	23	Tan	223	Carpenter Shop	Mechanical
Brush Makers	1	Pink	401	Can	Case & Can
Builders, Dock, E.Bridge	23	Tan	223	Carpenter Shop	Mechanical
Bull Riveter	3	Tan	203	Boiler Shop	Mechanical
Bundlers Scrap	12	Pink	412	Cap Press Op.	Case & Can
Burners, Lead	32	Tan	232	Machine Shop	Mechanical
Burner & Welder	17	Tan	217	Boiler Shop	Mechanical
Buster Solderers	2	Pink	402	Can	Case & Can
Can Inspectors	3	Pink	403	Can	Case & Can
Cappers (Naph)	25	Pink	425	Filling	Case & Can
Cappers (Oil)	25	Pink	425	Filling	Case & Can
Captain (Harbor, tugs)	1	Brown	701	Deck	Marine
Captain or Master	1	Brown	701	Deck	Marine
Carpenters(Constr'n)	22	Tan	222	Carpenter Shp	Mechanical
Carpenter & Pumpman	7	Brown	707	Deck	Marine
Carpenters(Shop& Fin)	21	Tan	221	Carpenter Shp	Mechanical
Cashier	5	Crimson	305	Clerical	Clerical
Caulker & Chipper	13	Tan	213	Boiler Shop	Mechanical
Changers Die	8	Pink	408	Cap Press Opr.	Case & Can
Chauffeurs & Garage Men	39	Tan	239	Yard & Labor	Mechanical
Chefs	22	Orange	622	Miscellaneous	Eng.&Scien
Chemical Engineers	6	Orange	606	Engineers	Eng.&Scien
Chemist, Analytical	1	Orange	601	Chemical	Eng.&Scien
Chemist, Organic	2	Orange	602	Chemical	Eng.&Scien
Chemist, Physical	3	Orange	603	Chemical	Eng.&Scien
Chief Cook	18	Brown	718	Steward	Marine
Chief Engineer	9	Brown	709	Engine	Marine
Chief Engineer(Harbor tugs etc)	9	Brown	709	Engine	Marine
Chief Mate	2	Brown	702	Deck	Marine
Chief Steward	17	Brown	717	Steward	Marine
Chipper & Caulker	13	Tan	213	Boiler Shop	Mechanical
Circuling & Punching	7	Yellow	507	Steel Barrel	D.B.&Coop

ALPHABETICAL LIST

STANDARD OIL OCCUPATIONS

Job	Card Index No.	Card Color	Statistical No.	Department	List
Civil Engineer	5	Orange	605	Engineers	Eng.&Scien.
Classifying Staves	21	Yellow	521	W.B.& Coop.	D.B.& Coop.
Cleaners Barrel	19	Yellow	519	W.B.& Coop.	D.B.& Coop.
Cleaners Boiler	1	Blue	101	Boiler House	Process
Cleaners Economiser	1	Blue	101	Boiler House	Process
Cleaners Still	24	Blue	124	Still Oper.	Process
Cleaners Tube	24	Blue	124	Still Oper.	Process
Clerks, Correspondence	18	Crimson	318	Clerical	Clerical
Clerks, Export & Import	10	Crimson	310	Clerical	Clerical
Clerks Filing	21	Crimson	321	Clerical	Clerical
Clerks, Insurance	8	Crimson	308	Clerical	Clerical
Clerks(Law Clerks & Actuaries)	9	Crimson	309	Clerical	Clerical
Clerk, Materials Distribution	16	Crimson	316	Clerical	Clerical
Clerk, Pay Roll Distribution	7	Crimson	307	Clerical	Clerical
Clerks, Personnel Office	11	Crimson	311	Clerical	Clerical
Clerks, Shipping	12	Crimson	312	Clerical	Clerical
Clerks, Shop	13	Crimson	313	Clerical	Clerical
Clerks, Stock	14	Crimson	314	Clerical	Clerical
Clerk, Traffic	17	Crimson	317	Clerical	Clerical
Clinchers	6	Pink	406	Cap.Press Op.	Case & Can
Clincher Handle	5	Pink	405	Cap.Press Op.	Case & Can
Clincher Low Screw	5	Pink	405	Cap.Press Op.	Case & Can
Coal Passer	36	Blue	136	Miscellaneous	Process
Coal Passer, Wiper and Trimmer	15	Brown	715	Engine	Marine
Cold Test & % of oil in Wax	26	Blue	126	Testing & Exper.	Process
Comptometer Opr.	22	Crimson	322	Clerical	Clerical
Concrete Workers	36	Tan	236	Yard & Labor	Mechanical
Conductors	41	Tan	241	Railroads	Mechanical
Construction Carpenters	22	Tan	222	Carpenter Shop	Mechanical
Construction Engineer	7	Orange	607	Engineers	Eng.& Scien.
Continuous Process Agitator Treater	30	Blue	130	Treating	Process
Cook, Chief	18	Brown	718	Steward	Marine
Cook, Second & Baker	18	Brown	718	Steward	Marine
Coopers	22	Yellow	522	W.B.& Coop.	D.B.& Coop.
Correspondence Clerk	18	Crimson	318	Clerical	Clerical
Cost & Yield Accountant	4	Crimson	304	Clerical	Clerical

ALPHABETICAL LIST

STANDARD OIL OCCUPATIONS

Job	Card Index No.	Card Color	Statistical No.	Department	List
Cranemen (inside)	12	Tan	212	Boiler Shop	Mechanical
Cranemen (outside)	38	Tan	238	Yard & Labor	Mechanical
Crane Operators (inside)	12	Tan	212	Machine Shop	Mechanical
Crosers	23	Yellow	523	W.B.& Coop.	D.B.& Coop.
Crude Stillman	19	Blue	119	Still Oper.	Process
Culler	36	Yellow	536	W.B.& Coop.	D.B.& Coop.
Cutter Blank	5	Pink	405	Cap Press Oper.	Case & Can.
Cutter High Handle	5	Pink	405	Cap Press Oper.	Case & Can.
Cylinder Expanders	8	Yellow	508	Steel Barrel	D.B.& Coop.
Die Changers	8	Pink	408	Cap Press Oper.	Case & Can.
Dip Inspectors	7	Pink	407	Cap Press Oper.	Case & Can.
Dippers	7	Pink	407	Cap Press Oper.	Case & Can.
Distillations (Research)	26	Blue	126	Testing & Exper.	Process
Distillation (Test)	26	Blue	126	Testing & Exper.	Process
Dock Builders, & Bridge	23	Tan	223	Carpenter Shop	Mechanical
Doctors	19	Orange	619	Medical	Eng.& Scien.
Donkeyman	16	Brown	716	Engine	Marine
Double Seamers	1	Yellow	501	Pitch Drum	D.B.& Coop.
Draftsmen	8	Orange	608	Engineers	Eng.& Scien.
Drill Press Oper.& Boring Mill Incl. Punch & Shearmen Scarfers & Rollers Handymen	5	Tan	205	Boiler Shop	Mechanical
Drivers Hoop	30	Yellow	530	W.B.& Coop.	D.B.& Coop.
Drivers, Pile (wet or dry)	23	Tan	223	Carpenter Shop	Mechanical
Economiser Cleaners	1	Blue	101	Boiler House	Process
Efficiency Engineer	12	Orange	612	Engineers	Eng.& Scien.
Electrical Engineer	13	Orange	613	Engineers	Eng.& Scien.
Electricians and Linemen	29	Tan	229	Electrical	Mechanical

ALPHABETICAL LIST

STANDARD OIL OCCUPATIONS

Job	Card Index No.	Card Color	Statistical No.	Department.	List
Elevator Operators	34	Pink	434	Miscellaneous	Case&Can
Elliot Fisher Mach. Operator	23	Crimson	323	Clerical	Clerical
Engineer,Assistant (Harbor tugs, etc.)	13	Brown	713	Engine	Marine
Engineer, Automotive	4	Orange	604	Engineer	Eng. & Scien.
Engineer, Chemical	6	Orange	606	Engineer	Eng. & Scien.
Engineer, Chief	9	Brown	709	Engine	Marine
Engineer, Chief (Harbor tugs, etc.)	9	Brown	709	Engine	Marine
Engineer, Civil	5	Orange	605	Engineer	Eng. & Scien.
Engineer, Construction	7	Orange	607	Engineer	Eng. & Scien.
Engineer, Draftsmen	8	Orange	608	Engineer	Eng. & Scien.
Engineer, Efficiency	12	Orange	612	Engineer	Eng. & Scien.
Engineer, Electrical	13	Orange	613	Engineer	Eng. & Scien.
Engineer, Estimating	10	Orange	610	Engineer	Eng. & Scien.
Engineer, First Assistant	10	Brown	710	Engine	Marine
Engineer, Listing	9	Orange	609	Engineer	Eng. & Scien.
Engineer Locomotive	42	Tan	242	Railroad	Mechanical
Engineer, Marine	14	Orange	614	Engineer	Eng. & Scien.
Engineer, Material Testing	11	Orange	611	Engineer	Eng. & Scien.
Engineer, Mechanical	15	Orange	615	Engineer	Eng. & Scien.
Engineer, Mining	16	Orange	616	Engineer	Eng. & Scien.
Engineer, Refrigeration	8	Blue	108	Wax Plant	Process
Engineer, Safety	17	Orange	617	Engineer	Eng. & Scien.
Engineer, Sanitary	19	Orange	619	Medical	Eng. & Scien.
Engineer, Second Assistant	11	Brown	711	Engine	Marine
Engineer, Stat.Internal Combustion	15	Blue	115	Power House	Process
Engineer, Stat.Steam	2	Blue	102	Boiler House	Process
Engineer, Steam	18	Orange	618	Engineer	Eng. & Scien.
Engineer, Third Assistant	12	Brown	712	Engine	Marine
Equalizers	32	Yellow	532	W.B.& Coop	D.B.& Coop.
Estimating Engineer	10	Green	610	Engineers& Assistants	Eng.& Scien.
Expanders Cylinder	8	Yellow	508	Steel Barrel	D.B.&Coop.
Experimenter Treaters	29	Blue	129	Testing & Exper.	Process
Expert Insurance	8	Crimson	308	Clerical	Clerical
Expert Testing	26	Blue	126	Testing & Exper.	Process

A L P H A B E T I C A L I N D E X

STANDARD OIL OCCUPATIONS

Job	Card Index No.	Card Color	Statistical No.	Department	List
Export& Import Clerks	10	Crimson	310	Clerical	Clerical
Feeders Machine	20	Pink	420	Case	Case &Can
Filing Clerks	21	Crimson	321	Clerical	Clerical
Filler Inspectors	26	Pink	426	Filling	Case&Can
Filler Men	26	Pink	426	Filling	Case&Can
Fillers	24	Yellow	524	Wd.Bbl.&Coop	D.B.&Coop
Filtermen	3	Blue	103	Fillers	Process
Finish Carpenters	21	Tan	221	Carpenter Shop	Mechanical
Firemen	5	Blue	105	Fire	Process
Firemen	15	Brown	715	Engine	Marine
Firemen	43	Tan	242	Railroads	Mechanical
Firemen & Head Firemen	36	Blue	136	Miscellaneous	Process
First Aid	21	Orange	621	Medical	Eng.&Scien
First Assistant Engineer	10	Brown	710	Engine	Marine
Flangers	9	Yellow	509	Steel Barrel	D.B.&Coop
Flangers & Beaders	1	Yellow	501	Pitch Drum	D.B.&Coop
Flange Turner	4	Tan	204	Boiler Shop	Mechanical
Flat Cap Presser	5	Pink	405	Cap Press Op.	Case&Can
Flue Gas Tester	26	Blue	126	Testing & Exper.	Process
Folders	5	Yellow	505	Pitch Drum	D.B.&Coop
Foreman	7	Blue	107	Nujol F.& Pack.	Process
Foreman	14	Blue	114	Pitch L.& Ship.	Process
Foremen	17	Blue	117	Ship & Barge L.	Process
Foundrymen, Brass	30	Tan	230	Machine Shop	Mechanical
Furnacemen	4	Blue	104	Fillers	Process
Gallon Benders	4	Pink	404	Can Press Op.	Case&Can
Gallon Trimmer	4	Pink	404	Can Press Op.	Case&Can
Gallon T & B Press	4	Pink	404	Can Press Op.	Case&Can
Galvanizers	10	Yellow	510	Steel Barrel	D.B.&Coop
Garage Men and Chauffeurs	39	Tan	239	Yard & Labor	Mechanical
Gas Purifiers and Helpers	6	Blue	106	Gas Absorption	Process
Gaugers	11	Yellow	511	Steel Barrel	D.B.&Coop
Gaugers & Helpers	16	Blue	116	Pumping	Process
Gaugers & Line Checkers	33	Blue	133	Miscellaneous	Process
General Workers (Skilled in at work)	8	Pink	408	Cap Press Oper.	Case&Can
Geologists	23	Orange	623	Miscellaneous	Eng.&Scien.

ALPHABETICAL LIST

STANDARD OIL OCCUPATIONS

Job	Card Index No.	Card Color	Statistical No.	Department	List
Glue Makers	26	Yellow	526	Wd.Bbl.& Coop.	D.B.&Coop.
Glue Mixers	25	Yellow	525	Wd.Bbl.& Coop.	D.B.&Coop.
Gluers	25	Yellow	525	Wd.Bbl.& Coop.	D.B.&Coop.
Grinders	27	Yellow	527	Wd.Bbl.& Coop.	D.B.&Coop.
Groovers	2	Yellow	502	Pitch Drum	D.B.&Coop
Guards & Policemen	32	Blue	132	Miscellaneous	Process
Handle Clincher	5	Pink	405	Cap Press Oper.	Case&Can
Handlers Scrap Tin	12	Pink	412	Cap PressOper.	Case&Can
Handlers Shook	24	Pink	424	Case	Case & Can
Handlers Tin	15	Pink	415	Cap Press Oper.	Case&Can
Handymen & Laborers	37	Tan	237	Reclamation	Mechanical
Handymen including Punch & Shearmen Scarfers & Rollers Boring Mill & Drill Press Operators	5	Tan	205	Boiler Shop	Mechanical
Head Firemen and Firemen	36	Blue	136	Miscellaneous	Process
Head Saw Operators	29	Yellow	529	W.B.& Coop.	D.B.& Coop.
Head Stampers	12	Yellow	512	Steel Barrel	D.B.& Coop.
Headers	28	Yellow	528	W.B.& Coop.	D.B.& Coop.
Heaters	16	Tan	216	Boiler Shop	Mechanical
Helpers	(See jobs in each case for numbers)				All
High Handle Cutter	5	Pink	405	Cap Press Oper.	Case&Can
Hoisters	27	Pink	427	Filling	Case & Can
Holders On	15	Tan	215	Boiler Shop	Mechanical
Hoop Drivers	30	Yellow	530	W.B.& Coop.	D.B.& Coop.
Hoop Makers	31	Yellow	531	W.B.& Coop.	D.B.& Coop.
Hostlers	43	Tan	243	Railroads	Mechanical
Houseman, Helper & Topman	19	Blue	119	Still Oper.	Process
Hydraulic Pressmen	6	Tan	206	Boiler Shop	Mechanical
Import & Export Clerks	10	Crimson	310	Clerical	Clerical
Inspectors Can	3	Pink	403	Can	Case & Can
Inspectors Dip	7	Pink	407	Cap Press Oper.	Case & Can
Inspectors Filler	26	Pink	426	Filling	Case & Can
Inspectors Oil	25	Orange	625	Miscellaneous	Eng.& Scien.
Inspectors (Plug Tube & Still)	18	Tan	218	Boiler Shop	Mechanical
Insurance Clerks	8	Crimson	308	Clerical	Clerical

ALPHABETICAL INDEX

STANDARD OIL OCCUPATIONS

Job	Card Index No.	Card Color	Statistical No.	Department	List
Insurance Expert	8	Crimson	308	Clerical	Clerical
Janitors	33	Tan	233	Carpenter Shop	Mechanical
Joiners	32	Yellow	532	W.B.&Coop	D.B.&Coop
Junior Accountants	1	Crimson	301	Clerical	Clerical
Junior Bookkeepers	2	Crimson	302	Clerical	Clerical
Laborers	37	All			All
Lathe Apprentices	31	Red	231	Machine Shop	Mechanical
Lathe Hands	31	Tan	231	Machine Shop	Mechanical
Law Clerks & Actuaries	9	Crimson	309	Clerical	Clerical
Layers, Brick	26	Tan	226	Mason	Mechanical
Layers Out, Markers	7	Tan	207	Boiler Shop	Mechanical
Lead Burners	32	Tan	232	Machine "	Mechanical
Leaks Repairing	10	Pink	410	Cap.PressOp.	Case&Can.
Levellers	33	Yellow	533	W.B.&Coop	D.B.&Coop.
Line Checkers & Gaugers	33	Blue	133	Miscellan.	Process
Line Walkers	34	Blue	134	Miscellan.	Process
Linemen & Electricians	29	Tan	229	Electrical	Mechanical
Listing Engineer	9	Orange	609	Engrs.& Assts.	Eng.& Scien
Lithograph Operators	9	Pink	409	Cap.PressOp.	Case&Can.
Loader	25	Blue	125	Tank Car Ld.	Process
Low Screw Cap Trimmer	5	Pink	405	Cap.PressOp.	Case&Can.
Lov Screw Clincher	5	Pink	405	Cap.PressOp.	Case&Can.
Low Screw Rings	5	Pink	405	Cap.PressOp.	Case&Can.
Machine Feeders	20	Pink	420	Case	Case&Can.
Machine Hands	8	Tan	208	Boiler Shop Machine Shop Pipe Shop Reclamation	Mechanical
Machinist	45	Tan	245	Machine Shop	Mechanical
Maker, Boiler	45	Tan	245	Boiler Shop	Mechanical
Makers Glue	26	Yellow	526	W.B.&Coop	D.B.&Coop
Makers Hoop	31	Yellow	531	W.B.&Coop	D.B.&Coop
Makers Pattern	10	Tan	210	Boiler Shop Machine "	Mechanical
Marine Engineer	14	Orange	614	Engineers	Eng.&Scien.
Markers & Layers Out	7	Tan	207	Boiler Shop	Mechanical
Masons	27	Tan	227	Mason	Mechanical
Master or Captain	1	Brown	701	Deck	Marine
Mate, Chief	2	Brown	702	Deck	Marine
Mate, (Harbor Tugs, etc.)	2	Brown	702	Deck	Marine
Mate, Second	3	Brown	703	Deck	Marine
Mate, Third	4	Brown	704	Deck	Marine
Material Distribution Clerk	16	Crimson	316	Clerical	Clerical

ALPHABETICAL LIST

STANDARD OIL OCCUPATIONS

Job	Card Index No.	Card Color	Statistical No.	Department	List
Material Testing Engineer	11	Orange	611	Engrs.& Assts.	Eng.&Scien.
Mechanic, Automobile	39	Tan	239	Yard & Labor	Mechanical
Mechanical Engineer	15	Orange	615	Engineers	Eng.&Scien.
Messenger	27	Crimson	327	Clerical	Clerical
Messmen	19	Brown	719	Steward	Marine
Mess Boys	19	Brown	719	Steward	Marine
Metallurgist	24	Orange	624	Miscellaneous	Eng.&Scien.
Mining Engineer	16	Orange	616	Engineers	Eng.&Scien.
Miscellaneous and Other Testing	27	Blue	127	Test.& Exper.	Process
Mixers Glue	25	Yellow	525	W.B.& Coop.	D.B.& Coop.
Mixers & Oil Tester	30	Pink	430	Filling	Case & Can
Naptha Cappers	25	Pink	425	Filling	Case & Can
Nurses	20	Orange	620	Medical	Eng.&Scien.
Office Boys	27	Crimson	327	Clerical	Clerical
Oil Inspectors	25	Orange	625	Miscellaneous	Eng.&Scien.
Oil Tester & Mixers	30	Pink	430	Filling	Case & Can
Oilers	14	Brown	714	Engine	Marine
Oilers	35	Blue	135	Miscellaneous	Process
Oil Cappers	25	Pink	425	Filling	Case & Can
One Gal.Benders	4	Pink	404	Can Press Oper.	Case & Can
One Gal. T&B Press	4	Pink	404	Can Press Oper.	Case & Can
One Gal. Trimmer	4	Pink	404	Can Press Oper.	Case & Can
Operator	6	Blue	106	Gas Absorption	Process
Operator	7	Blue	107	Nujol F&Pack	Process
Operator	13	Blue	113	Petrolatum Plant	Process
Operator,Comptometer	22	Crimson	322	Clerical	Clerical
Operator, Crane (inside)	12	Tan	212	Machine Shop	Mechanical
Operator, Drill Press & Boring Mill incl. Punch & Shearmen Scarfers & Rollers Handymen	5	Tan	205	Boiler Shop	Mechanical

ALPHABETICAL LIST

STANDARD OIL OCCUPATIONS

Job	Card Index No.	Card Color	Statistical No.	Department	List
Operator, Elevator	34	Pink	434	Miscellaneous	Case &Can
Operator, Elliot Fisher Machine	23	Crimson	323	Clerical	Clerical
Operator, Head Saw	39	Yellow	539	W.B & Coop	D.B.&Coop
Operator Lithograph	9	Pink	409	Can Press Opr.	Case &Can
Operator,Roll & Square	15	Yellow	515	Steel Barrel	D.B.&Coop
Operator, Telegraph	25	Crimson	325	Clerical	Clerical
Operator, Telephone	24	Crimson	324	Clerical	Clerical
Operator, Wax Moulding	11	Blue	111	Wax Plant	Process
Operator, Wireless	5	Brown	705	Deck	Marine
OrdinarySeaman	8	Brown	708	Deck	Marine
Organic Chemist	2	Orange	602	Chemical	Eng.&Scien
Other & Miscellaneous Testing	27	Blue	127	Test.& Exper.	Process
Packers	27	Pink	427	Filling	
Packers, Wax	12	Blue	112	Wax Plant	
Painters	34	Tan	234	Carpenter Shop	Mechanical
Painters	34	Yellow	534	W.B.& Coop	D.B.&Coop
Painters Sign	34	Tan	234	Carpenter Shop and Painters	Mechanical
Pan Skimmer	38	Blue	138	Acid Making & Restoring	Process
Passer (Coal Passer)	36	Blue	136	Miscellaneous	Process
Passer, Coal Wipers and Trimmers	15	Brown	715	Engine	Marine
Pattern Makers	10	Tan	210	Bl.& Mch.Shop	Mechanical
Pay Roll distribution Clerk	7	Crimson	307	Clerical	Clerical
Penetration & M.P.of Pitch	26	Blue	126	Test & Exper.	Process
Paymaster	6	Crimson	306	Clerical	Clerical
Personnel Office Cks	11	Crimson	311	Clerical	Clerical
Physical Chemist	3	Orange	603	Chemical	Eng.&Scien
Physicists	26	Orange	626	Miscellaneous	Eng.&Scien
Picklers	13	Yellow	513	Steel Barrel	D.B.&Coop
Pile Drivers	23	Tan	223	Carpenter Shop	Mechanical
Pilers	29	Pink	429	Filling	Case &Can
Pilers Shook	24	Pink	424	Case	Case &Can
Pipe Coverers & Asbestos Workers	25	Tan	225	Carpenter Shop	Mechanical
Pipe Fitters	28	Tan	228	Pipe Shop	Mechanical
Pumpman and Carpenter	7	Brown	707	Deck	Marine
Punch & Shearman	5	Tan	205	Yard & Labor	Mechanical
Pitch Loading Helpers	14	Blue	114	Pch.Load & Ship	Process
Pitch Men, Penetration & M.P.	26	Blue	126	Test. & Exper.	Process
Pitch Stillman	21	Blue	121	Still Oper.	Process
Planers	11	Tan	211	Boiler Shop	Mechanical
Plug Inspectors	18	Tan	218	Boiler Shop	Mechanical

A L P H A B E T I C A L L I S T

STANDARD OIL OCCUPATIONS

Job	Card Index No.	Card Color	Statistical No.	Department	List
Policemen & Guards	32	Blue	132	Miscellaneous	Process
Porters or Ushers	28	Crimson	328	Clerical	Clerical
Pres,T.& B. 1 Gal.	4	Pink	404	Can Press Oprs.	Case & Can
Presser,Flat Cap	5	Pink	405	Cap Press "	Case & Can
Presser,Top & Bottom	3	Yellow	503	Pitch Drum	D.B.& Coop.
Pressmen	9	Blue	109	Wax Plant	Process
Pressmen	35	Yellow	535	W.B.& Coop.	D.B.& Coop.
Pressure Stillman	22	Blue	122	Still Oper.	Process
Print Rollers	22	Pink	422	Case	Case & Can
Printers	21	Pink	421	Case	Case & Can
Private Secretary	19	Crimson	319	Clerical	Clerical
Process,Study of	28	Blue	128	Test.& Exper.	Process
Pumpmen	16	Blue	116	Pumping	Process
Punch & Shearmen, Including:Handymen, Scarfers & Rollers Boring Mill & Drill Press Operator	5	Tan	205	Boiler Shop	Mechanical
Punching & Circuling	7	Yellow	507	Steel Barrel	D.B.& Coop.
Railroad Car Repair Men	24	Tan	224	Carpenter Shop	Mechanical
Raisers	36	Yellow	536	W.B.& Coop.	D.B.& Coop.
Reamers & Tappers	14	Yellow	514	Steel Barrel	D.B.& Coop.
Reducing Stillman	20	Blue	120	Still Oper's.	Process
Refigeration Engineer	8	Blue	108	Wax Plant	Process
Repair Men,R.R.Car	24	Tan	224	Carpenter Shop	Mechanical
Repairing Leaks	10	Pink	410	Cap Press Op.	Case & Can
Research Distillations	26	Blue	126	Testing & Exp.	Process
Riggers	40	Tan	240	Yard & Labor	Mechanical
Rings,Low Screw	5	Pink	405	Cap Press Op.	Case & Can
Riveter	14	Tan	214	Boiler Shop	Mechanical
Riveter,Bull	3	Tan	203	Boiler Shop	Mechanical
Riveter (helper	14	Tan	214	Boiler Shop	Mechanical
Roll & Square Oper's.	15	Yellow	515	Steel Barrel	D.B.& Coop.
Rollers	2	Yellow	502	Pitch Drum	D.B.& Coop.
Rollers & Scarfers Including: Handymen Punch & Shearmen Boring Mill & Drill Press Operators	5	Tan	205	Boiler Shop	Mechanical
Rollers Print	22	Pink	422	Case	Case & Can
Rotary Shearers	3	Yellow	503	Pitch Drum	D.B.& Coop.
Rotary Squeezers	11	Pink	411	Cap Press Op.	Case & Can
Roundsmen	32	Blue	132	Miscellaneous	Process

ALPHABETICAL LIST

STANDARD OIL OCCUPATIONS

Job	Card Index No.	Card Color	Statistical No.	Department	List
Safety Engineer	17	Orange	617	Engineers	Eng.&Scien
Safety Superviser	17	Orange	617	Engineers	Eng.&Scien
Salesmen	29	Crimson	329	Clerical	Clerical
Sampler, Tin	16	Pink	416	Cap Press Oper.	Case&Can
Sanitary Engineer	19	Orange	619	Medical	Eng.&Scien.
Saw Head Operators	29	Yellow	529	W.B.& Coop.	D.B.& Coop
Sawyers	23	Pink	423	Case	Case &Can
Scarfers & Rollers Including Press Oper. Handymen Punch and Shearmen Boring Mill & Drill	5	Tan	205	Boiler Shop	Mechanical
Scrap Bundlers	12	Pink	412	Cap Press Oper.	Case&Can
Scrap Tin Handlers	12	Pink	412	Cap Press Oper.	Case&Can
Seaman	8	Brown	708	Deck	Marine
Seaman, Ordinary	8	Brown	708	Deck	Marine
Seamers Double	1	Yellow	501	Pitch Drum	D.B.&Coop
Second Assistant Engineer	11	Brown	711	Engine	Marine
Second Cook & Baker	18	Brown	718	Steward	Marine
Second Mate	3	Brown	703	Deck	Marine
Secretary, Private	19	Crimson	319	Clerical	Clerical
Shearers	13	Pink	413	Cap Press Oper.	Case&Can
Shearers, Rotary	3	Yellow	503	Pitch Drum	D.B.&Coop
Shearmen & Punch Including: Handymen, Scarfers, Rollers, Boring Mill & Drill Press Operators	5	Tan	205	Boiler Shop	Mechanical
Ship Loading Helpers	17	Blue	117	Ship & Barge Loading	Process
Shipping Clerks	12	Crimson	312	Clerical	Clerical
Shook Handlers	24	Pink	424	Case	Case&Can
Shook Pilers	24	Pink	424	Case	Case&Can
Shop Carpenters	21	Tan	321	Carpenter Shop	Mechanical
Shop Clerks	13	Crimson	313	Clerical	Clerical
Sign Painters	34	Tan	234	Carpenter Shop and Painters	Mechanical
Skimmer, Pan	38	Blue	138	Acid Making & Restoring	Process
Slitters	13	Pink	413	Cap Press Oper.	Case&Can
Smith, Angle	1	Tan	201	Boiler Shop	Mechanical
Smith, Tan	20	Tan	220	Boiler Shop	Mechanical
Smith, Tin	17	Pink	417	Cap Press Oprs.	Case&Can
Solderer, Buster	3	Pink	403	Can	Case&Can
Solder Maker	14	Pink	414	Cap Press Oprs.	Case&Can

A L P H A B E T I C A L L I S T

STANDARD OIL OCCUPATIONS

Job	Card Index No.	Card Color	Statistical No.	Department	List
Soldering & Welding Machines	19	Pink	419	Cap Press Oprs.	Case & Can
Spot Welder	4	Yellow	504	Pitch Drum	D.B.& Coop.
Squaring	5	Yellow	505	Pitch Drum	D.B.& Coop.
Square & Roll Oprs.	15	Yellow	515	Steel Barrel	D.B.& Coop.
Squeezers, Rotary	11	Pink	411	Cap Press Oprs.	Case& Can
Stampers, Head	12	Yellow	512	Steel Barrel	D.B.& Coop.
Statistician	3	Crimson	303	Clerical	Clerical
Staves Classifying	21	Yellow	521	W.B.& Coop.	D.B.& Coop.
Steam	18	Orange	618	Engineers	Eng.& Scien.
Steam Stillman	23	Blue	123	Still Oper.	Process
Stenographer	20	Crimson	320	Clerical	Clerical
Steward, Chief	17	Brown	717	Steward	Marine
Still Cleaners	24	Blue	124	Still Oprs.	Process
Still Inspectors	18	Tan	218	Boiler Shop	Mechanical
Stillman, Acid	18	Blue	118	Still Oper.	Process
Stillman, Crude	19	Blue	119	Still Oper.	Process
Stillman, Pitch	21	Blue	121	Still Oper.	Process
Stillman, Pressure	22	Blue	122	Still Oper.	Process
Stillman, Reducing	20	Blue	120	Still Oprs.	Process
Stillman, Steam	23	Blue	123	Still Oper.	Process
Stock Clerk	14	Crimson	314	Clerical	Clerical
Stock-keeper	15	Crimson	315	Clerical	Clerical
Strippers,inc.Helpers	11	Blue	111	Wax Plant	Process
Student	27	Green	627	Miscellaneous	Eng.& Scien.
Study of Process	28	Blue	128	Test.& Exper.	Process
Sulphur Determination	26	Blue	126	Test.& Exper.	Process
Supervisor, Safety	17	Orange	617	Engineers	Eng.& Scien.
Sweatermen	10	Blue	110	Wax Plant	Process
Switchmen & Brakemen	41	Tan	241	Railroads	Mechanical
Tappers & Reamers	14	Yellow	514	Steel Barrel	D.B.& Coop.
T & B Press,1 Gal.	4	Pink	404	Can Press Oper.	Case&Can
Telegraph Operator	25	Crimson	325	Clerical	Clerical
Telephone Operator	24	Crimson	324	Clerical	Clerical
Tender, Water	2	Blue	102	Boiler House	Process
Tender, Water	5	Blue	105	Fire	Process
Testers (Cold)	26	Blue	126	Test.& Exper.	Process
Tester Distillation	26	Blue	126	Test.& Exper.	Process
Tester Flue Gas	26	Blue	126	Test.& Exper.	Process
Tester (Oil in Wax)	26	Blue	126	Test.& Exper.	Process
Testing	16	Yellow	516	Steel Barrel	D.B.& Coop.

A L P H A B E T I C A L L I S T

STANDARD OIL OCCUPATIONS

Job	Card Index No.	Card Color	Statistical No.	Department	List
Testing,(expert Testing) (Such as: Distillations,Research Testing,Flue Gas Testing,Penetration and M.P.of Pitch, Sulphur Determination, etc.)	86	Blue	126	Test.& Exp.	Process
Testing (Material Testing)	11	Orange	611	Engrs.& Assts.	Eng.& Scien.
Testing,Other or Miscellaneous	27	Blue	127	Test.& Exp.	Process
Third Assistant Engineer	12	Brown	712	Engine	Marine
Third Mate	4	Brown	704	Deck	Marine
Timekeeper	26	Crimson	326	Clerical	Clerical
Tin Breaker	15	Pink	415	Cap Press Op.	Case & Can
Tin Handler	15	Pink	415	Cap Press Op.	Case & Can
Tin Sampler	16	Pink	416	Cap Press Op.	Case & Can
Tin Smith	20	Tan	220	Boiler Shop	Mechanical
Tin Smith	17	Pink	417	Cap Press Op.	Case & Can
Toolkeeper	19	Tan	219	Boiler Shop	Mechanical
Toolkeeper	19	Tan	219	Machine Shop	Mechanical
Toolkeeper	19	Tan	219	Pipe Shop	Mechanical
Top & Bottom Cutter	4	Pink	404	Can Press Op.	Case & Can
Top & Bottom Presser	3	Yellow	503	Pitch Drum	D.B.& Coop.
Topman,Helper & Houseman	19	Blue	119	Still Oper.	Process
Traffic Clerk	17	Crimson	317	Clerical	Clerical
Trained Accountant	1	Crimson	301	Clerical	Clerical
Trained Bookkeeper	2	Crimson	302	Clerical	Clerical
Transfer Artist	18	Pink	418	Cap Press Ops.	Case & Can
Treater (Acid)	31	Blue	131	Treating	Process
Treater (Agitator) Continuous)	30	Blue	130	Treating	Process
Treater,Experimenter	29	Blue	129	Test.& Exper.	Process
Trimmer	4	Pink	404	Can Press Ops.	Case & Can
Trimmer,Low Screw Cap	5	Pink	405	Cap Press Ops.	Case & Can
Trimmer,1 Gal.	4	Pink	404	Can Press Ops.	Case & Can
Trimmers,Wipers and Coal Passers	15	Brown	715	Engine	Marine
Tube Cleaner	24	Blue	124	Still Operators	Process
Tube Inspector	18	Tan	218	Boiler Shop	Mechanical
Turner,Flange	4	Tan	204	Boiler Shop	Mechanical
Turner Over	31	Pink	431	Filling	Case & Can
Typist	20	Crimson	320	Clerical	Clerical

A L P H A B E T I C A L L I S T

STANDARD OIL OCCUPATIONS

Job	Card Index No.	Card Color	Statistical No.	Department	List
Ushers or Porters	28	Crimson	328	Clerical	Clerical
Utility (unloading piling, etc.)	18	Yellow	518	Steel Barrel	D.B.&Coop
Utility men and Laborers	37	Blue	137	Miscellaneous	Process
Valve Grinders & Machine Hands	8	Tan	208	Reclamation	Mechanical
Walker, Line	34	Blue	134	Miscellaneous	Process
Water, Tender	2	Blue	102	Boiler House	Process
Water, Tender	5	Blue	105	Fire	Process
Wax Moulding Operator	11	Blue	111	Wax Plant	Process
Wax Packer	12	Blue	112	Wax Plant	Process
Weigher	32	Pink	432	Filling	Case&Can.
Welder & Burner	17	Tan	217	Boiler Shop	Mechanical
Welder & Burner	17	Tan	217	Pipe Shop	Mechanical
Welder, Spot	4	Yellow	504	Pitch Drum	D.B.&Coop
Welding	17	Yellow	517	Steel Barrel	D.B.&Coop
Welding & Soldering Machines	19	Pink	419	Cap Press Oper.	Case&Can.
Wiper, Trimmers and Coal Passers	15	Brown	715	Engine	Marine
Wireless Operator	5	Brown	705	Deck	Marine
Workers, Concrete	36	Tan	236	Yard & Labor	Mechanical
Yield (Cost & Yield Acct.)	4	Crimson	304	Clerical	Clerical

THE FOLLOWING INDEX

IS ARRANGED

ALPHABETICALLY WITHIN DEPARTMENTS

OR

BY JOBS WITHIN DEPARTMENTS

NOTE: It is suggested that photostat copies of these lists be pasted on heavy card-board for the purpose of ready reference. Extra copies will be furnished on request.

PROCESS LIST

Blue Card (Page 1)

	Card Index Number	Statistical Number	Experience Color
BOILER HOUSE			
Boiler Cleaner	1	101	Green
Economiser Cleaner	1	101	Red
Engineer Stationary Steam	2	102	Green
Water Tender	2	102	Red
FILLERS			
Filtermen	3	103	Green
Helpers	3	103	Red
Furnacemen	4	104	Green
Helpers	4	104	Red
FIRE DEPARTMENT			
Water Tenders	5	105	Green
Firemen	5	105	Red
GAS ABSORPTION			
Operators	6	106	Green
Helpers & Gas Purifiers	6	106	Red
NUJOL FILLING & PACKING			
Foreman	7	107	Green
Operators	7	107	Red
WAX PLANT			
Refrigeration Engineers	8	108	Green
Helpers	8	108	Red
Pressmen	9	109	Green
Helpers	9	109	Red
Sweatermen	10	110	Green
Helpers	10	110	Red
Wax Moulding Operators	11	111	Green
Helpers inc. Strippers	11	111	Red
Wax Packers	12	112	Green
Helpers	12	112	Red

PROCESS LIST (Continued)

BLUE CARD (Page 2)

PETROLATUM PLANT	Card Index Number	Statistical Number	Experience Color
Operator	13	113	Green
Helper	13	113	Red
PITCH LOADING & SHIPPING			
Foreman	14	114	Green
Helpers	14	114	Red
POWER HOUSE			
Engineer Stationary Internal Combustion	15	115	Green
Helpers	15	115	Red
PUMPING			
Pumpmen	16	116	Green
Helpers & Gaugers	16	116	Red
SHIP & BARGE LOADING			
Foremen	17	117	Green
Helpers	17	117	Red
STILL OPERATORS			
Acid Stillman	18	118	Green
Helper	18	118	Red
Crude Stillman	19	119	Green
Helper, Houseman & Topman	19	119	Red
Reducing Stillman	20	120	Green
Helper	20	120	Red
Pitch Stillman	21	121	Green
Helper	21	121	Red
Pressure Stillman	22	122	Green
Helper	22	122	Red
Steam Stillman	23	123	Green
Helper	23	123	Red
Tube Cleaners	24	124	Green
Still Cleaners	24	124	Red

PROCESS LIST (continued)
BLUE CARD Page 3

TANK CAR LOADING	Card Index Number	Statistical Number	Experience Color
Loader	25	125	Green
Helper	25	125	Red
TESTING AND EXPERIMENTING			
Expert Testing	26	126	Green
Helpers (Such as:- Distillations, Flue Gas Testing, Penetration and M.P. of Pitch, Sulphur Determination, etc.)	26	126	Red
Other or Miscellaneous Testing	27	127	Green
Helpers	27	127	Red
Study of Process	28	128	Green
Helpers	28	128	Red
Treaters Experimenter	29	129	Green
Helpers	29	129	Red
TREATING			
Treater, (Agitator or Continuous)	30	130	Green
Helper	30	130	Red
Treater (Acid)	31	131	Green
Helper	31	131	Red
MISCELLANEOUS			
Roundsmen	32	132	Green
Guards & Policemen	32	132	Red

PROCESS LIST (continued)
BLUE CARD (Page 4)

MISCELLANEOUS (cont'd)	Card Index Number	Statistical Number	Experience Color
Line Checkers & Gaugers	33	133	Green
Helpers	33	133	Red
Line Walkers	34	134	Green
Helpers	34	134	Red
Oilers	35	135	Green
Helpers	35	135	Red
Head Firemen & Firemen	36	136	Green
Coal Passer	36	136	Red
Utility men and Laborers	37	137	Red
ACID MAKING & RESTORING			
Pan Skimmer	38	138	Green
Helper	38	138	Red

MECHANICAL LIST

Tan Card

BOILER SHOP	Card Index Number	Statistical Number	Experience Color
Angle Smith	1	201	Green
Blacksmith	2	202	Green
Bull Riveter	3	203	Green
Flange Turner	4	204	Green
Handymen including: Punch & Shearmen Scarfers & Rollers Boring Mill & Drill Press Operators	5	205	Red
Hydraulic Pressmen	6	206	Green
Layers out & Markers	7	207	Green
Machine Hands	8	208	Green
Millwrights	9	209	Green
Pattern Makers	10	210	Green
Planers	11	211	Green
Cranemen (inside)	12	212	Green
Chipper & Caulker	13	213	Green
Riveter	14	214	Green
Helper	14	214	Red
Holders on	15	215	Green
Heaters	16	216	Green
Welder & Burner	17	217	Green
Inspectors (Plug, Tube & Still)	18	218	Green
Toolkeepers	19	219	Green
Tin Smiths	20	220	Green
Boiler Maker	46	246	Green

MECHANICAL LIST (Continued)
Tan Card (Page 2)

CARPENTER SHOP AND PAINTERS	Card Index Number	Statistical Number	Experience Color
Carpenters (Shop & Finish)	21	221	Green
Carpenters (Construction)	22	222	Green
Dock Bridge Bldrs	23	223	Green
Pile Drivers (Wet or Dry)	23	223	Red
Railroad Car Repair Men	24	224	Green
Pipe Coverers & Asbestos Workers	25	225	Green
Janitors	33	233	Green
Painters	34	234	Green
Painters Sign	35	235	Green
MASON DEPARTMENT			
Brick Layers	26	226	Green
Masons	27	227	Green
PIPE SHOP			
Machine Hands	8	208	Green
Pipe Fitters	28	228	Green
Toolkeepers	19	219	Green
Welders & Burners	17	217	Green
ELECTRICAL DEPARTMENT			
Electricians & Linemen	29	229	Green
MACHINE SHOP			
Brass Foundrymen	30	230	Green
Crane Operators (inside)	12	212	Green
Machinists	45	245	Green
Machinists Helper	45	245	Red
Lathe Hands	31	231	Green
Lathe Apprentices	31	231	Red
Lead Burners	32	232	Green

MECHANICAL LIST (continued)

Tan Card (Page 3)

	Card Index Number	Statistical Number	Experience Color
MACHINE SHOP			
Machine Hands	8	208	Green
Millwrights	9	209	Green
Pattern Makers	10	210	Green
Toolkeepers	19	219	Green
RECLAMATION DEPARTMENT			
Handymen & Laborers	37	237	Red
Machine Hands & Valve-Grinders	8	208	Green
YARD & LABOR DEPARTMENT			
Concrete Workers	36	236	Green
Laborers	37	237	Red
Cranemen (outside)	38	238	Green
Automobile Mechanics	39	239	Green
Garage men & Chauffeurs	39	239	Red
Punch & Shearmen	5	205	Green
Riggers	40	240	Green
RAILROADS			
Conductors	41	241	Green
Brakemen & Switchmen	41	241	Red
Engineers, Locomotive	42	242	Green
Firemen	42	242	Red
Hostlers	43	243	Green
Helpers	43	243	Red
MISCELLANEOUS			
Laborers	37	237	Red
Meter Repair	44	244	Green
Assistants	44	244	Red

CLERICAL LIST

(White Card) (Page 1,

CLERICAL DEPARTMENT	Card Index No.	Statistical Number	Experience Color
Accountant Trained	1	301	Green
Accountant Junior	1	301	Red
Bookkeepers Trained	2	302	Green
Bookkeepers Junior	2	302	Red
Statistician	3	303	Green
Assistants	3	303	Red
Cost and Yield Acc't.	4	304	Green
Assistants	4	304	Red
Cashier	5	305	Green
Assistants	5	305	Red
Paymaster	6	306	Green
Assistants	6	306	Red
Pay Roll Distr. Clerk	7	307	Green
Assistants	7	307	Red
Insurance Expert	8	308	Green
Insurance Clerks	8	308	Red
Law Clerks & Actuaries	9	309	Green
Assistants	9	309	Red
Export & Import Clerks	10	310	Green
Helpers	10	310	Red
Personnel Office Clerks	11	311	Green
Helpers	11	311	Red
Shipping Clerks	12	312	Green
Helpers	12	312	Red
Shop Clerks	13	313	Green
Assistants	13	313	Red
Stock Clerk	14	314	Green
Assistants	14	314	Red

CLERICAL LIST (Continued)

(White Card) (Page 2)

CLERICAL DEPT. (Cont'd)	Card Index No.	Statistical No.	Experience Color
Stock-Keeper	15	315	Green
Assistants	15	315	Red
Material Distr.Clerk	16	316	Green
Assistants	16	316	Red
Traffic Clerk	17	317	Green
Assistants	17	317	Red
Correspondence Clerk	18	318	Green
Assistants	18	318	Red
Private Secretary	19	319	Green
Stenographer	20	320	Green
Typist	20	320	Red
Filing Clerks	21	321	Green
Assistants	21	321	Red
Comptometer Operator	22	322	Green
Assistants	22	322	Red
Elliot Fisher Mach. Operator	23	323	Green
Assistants	23	323	Red
Telephone Operator	24	324	Green
Assistants	24	324	Red
Telegraph Operator	25	325	Green
Assistants	25	325	Red
Timekeeper	26	326	Green
Assistants	26	326	Red
Messenger	27	327	Green
Office Boys	27	327	Red
Ushers or Porters	28	328	Green
Assistants	28	328	Red
Salesman	29	329	Green

CASE AND CAN LIST (Page 1)

PINK CARD

CAN DEPARTMENT	Card Index Number	Statistical Number	Experience Color
Brush Makers	1	401	Green
Helpers	1	401	Red
Buster Solderers	2	402	Green
Helpers	2	402	Red
Can Inspectors	3	403	Green
Helpers	3	403	Red
CAN PRESS OPERATORS			
Trimmers	4	404	Green
Body Press	4	404	Green
Top & Bottom Cutter	4	404	Green
1 gal. benders	4	404	Green
1 gal. Trimmer	4	404	Green
1 gal. T&B Press	4	404	Green
CAP PRESS OPERATORS			
High Handle Cutter	5	405	Green
Blank Cutter	5	405	Green
Flat Cap Presser	5	405	Green
Low Screw Cap Trimmer	5	405	Green
Low Screw Clincher	5	405	Green
Low Screw Rings	5	405	Green
Handle Clincher	5	405	Green
Clinchers	6	406	Green
Helpers	6	406	Red
Dip Inspectors	7	407	Green
Dippers	7	407	Red
General Workers (Skilled in at work)	8	408	Green
Die Changers	8	408	Red
Lithograph Operators	9	409	Green
Helpers	9	409	Red
Repairing Leaks	10	410	Green
Helpers	10	410	Red
Rotery Squeezers	11	411	Green
Helpers	11	411	Red

CASE AND CAN LIST (continued)

PINK CARD (Page 2)

CAP PRESS OPERATORS	Card Index Number	Statistical Number	Experience Color
Scrap Bundlers	12	412	Green
Scrap Tin Handlers	12	412	Red
Slitters	13	413	Green
Shearers	13	413	Red
Solder Makers	14	414	Green
Helpers	14	414	Red
Tin Breakers	15	415	Green
Tin Handlers	15	415	Red
Tin Samplers	16	416	Green
Helpers	16	416	Red
Tin Smiths	17	417	Green
Helpers	17	417	Red
Transfer Artists	18	418	Green
Welding & Soldering Machines	19	419	Green
Helpers	19	419	Red
CASE DEPARTMENT			
Machine Feeders	20	420	Green
Helpers	20	420	Red
Printers	21	421	Green
Helpers	21	421	Red
Print Rollers	22	422	Green
Helpers	22	422	Red
Sawyers	23	423	Green
Helpers	23	423	Red
Shook Pilers	24	424	Green
Shook Handlers	24	424	Red
FILLING			
Cappers Naptha	25	425	Green
Cappers Oil	25	425	Red

CASE AND CAN LIST (continued)
PINK CARD (Page 3)

FILLING	Card Index Number	Statistical Number	Experience Color
Filler Inspector	26	426	Green
Filler Men	26	426	Red
Hoisters	27	427	Green
Packers	28	428	Green
Pilers	29	429	Green
Oil Testers & Mixers	30	430	Green
Helpers	30	430	Red
Turner Over	31	431	Green
Weighers	32	432	Green
MISCELLANEOUS			
Boatmen	33	433	Green
Helpers	33	433	Red
Elevator Operators	34	434	Green
Laborers	37	437	Red

PITCH DRUM, STEEL BARREL, WOODEN BARREL AND COOPERAGE LIST.

(Yellow Card)

PITCH DRUM FACTORY	Card Index No.	Statistical Number	Experience Color
Flangers & Beaders	1	501	Green
Double Seamers	1	501	Red
Rollers	2	502	Green
Groovers	2	502	Red
Rotary Shearers	3	503	Green
Top & Bottom Pressers	3	503	Red
Spot Welders	4	504	Green
Squaring	5	505	Green
Folders	5	505	Red
STEEL BARREL FACTORY			
Brazers	6	506	Green
Helpers	6	506	Red
Circuling & Punching	7	507	Green
Helpers	7	507	Red
Cylinder Expanders	8	508	Green
Helpers	8	508	Red
Flangers	9	509	Green
Helpers	9	509	Red
Galvanizers	10	510	Green
Helpers	10	510	Red
Gaugers	11	511	Green
Helpers	11	511	Red
Head Stampers	12	512	Green
Helpers	12	512	Red
Picklers	13	513	Green
Helpers	13	513	Red
Reamers & Tappers	14	514	Green
Helpers	14	514	Red
Square & Roll Operators	15	515	Green
Helper	15	515	Red

PITCH DRUM, STEEL BARREL, WOODEN BARREL AND COOPERAGE LIST.

(Yellow Card) (Cont'd) (Page 2)

STEEL BARREL FACTORY	Card Index Number	Statistical Number	Experience Color
Testing	16	516	Green
Helpers	16	516	Red
Welding	17	517	Green
Helpers	17	517	Red
Utility (unloading piling, etc.)	18	518	Red
WOODEN BARREL FACTORY AND COOPERAGE			
Barrel Cleaners	19	519	Green
Helpers	19	519	Red
Boring	20	520	Green
Helpers	20	520	Red
Classifying Staves	21	521	Green
Helpers	21	521	Red
Coopers	22	522	Green
Helpers	22	522	Red
Crosers	23	523	Green
Fillers	24	524	Green
Helpers	24	524	Red
Glue Mixers	25	525	Green
Gluers	25	525	Red
Glue Makers	26	526	Green
Helpers	26	526	Red
Grinders	27	527	Green
Helpers	27	527	Red
Headers	28	528	Green
Helpers	28	528	Red
Head saw Operators	29	529	Green
Helpers	29	529	Red
Hoop Drivers	30	530	Green
Helpers	30	530	Red

PITCH DRUM, STEEL BARREL, WOODEN BARREL AND COOPERAGE LIST.

(Yellow Card) (Cont'd) (Page 3)

WOODEN BARREL FACTORY AND COOPERAGE	Card Index Number	Statistical Number	Experience Color
Hoop Makers	31	531	Green
Helpers	31	531	Red
Joiners	32	532	Green
Equalizers	32	532	Red
Levellers	33	533	Green
Painters	34	534	Green
Helpers	34	534	Red
Pressmen	35	535	Green
Helpers	35	535	Red
Raisers	36	536	Green
Culler	36	536	Red
Laborers	37	537	Red
Ripper	38	538	Green
Helpers	38	538	Red
Trussers	39	539	Green
Helpers	39	539	Red
Utility	40	540	Red
Weighers	41	541	Green
Stencillers	41	541	Red

ENGINEERING AND SCIENTIFIC LIST

(orange card) (page 1)

CHEMICAL DEPARTMENT	Card Index Number	Statistical Number	Experience Color
Analytical Chemists	1	601	Green
Assistants	1	601	Red
Organic Chemists	2	602	Green
Assistants	2	602	Red
Physical Chemists	3	603	Green
Assistants	3	603	Red
ENGINEERS & ASS'TS			
Automotive	4	604	Green
Assistants	4	604	Red
Civil	5	605	Green
Assistants	5	605	Red
Chemical	6	606	Green
Assistants	6	606	Red
Construction	7	607	Green
Assistants	7	607	Red
Draftsmen	8	608	Green
Assistants	8	608	Red
Testing	9	609	Green
Assistants	9	609	Red
Estimating	10	610	Green
Assistants	10	610	Red
Material Testing	11	611	Green
Assistants	11	611	Red
Efficiency	12	612	Green
Assistants	12	612	Red
Electrical	13	613	Green
Assistants	13	613	Red
Marine	14	614	Green
Assistants	14	614	Red
Mechanical	15	615	Green
Assistants	15	615	Red
Mining	16	616	Green
Assistants	16	616	Red

ENGINEERING AND SCIENTIFIC LIST (cont'd)

(orange card) (page 2)

ENGINEERS (CONT'D)	Card Index Number	Statistical Number	Experience Color
Safety Engineer	17	617	Green
Safety Supervisor	17	617	Red
Steam	18	618	Green
Assistants	18	618	Red
MEDICAL			
Doctors	19	619	Green
Sanitary Engineers	19	619	Red
Nurses	20	620	Green
Assistants	20	620	Red
First Aid	21	621	Green
Assistants	21	621	Red
MISCELLANEOUS			
Chefs	22	622	Green
Helpers	22	622	Red
Geologists	23	623	Green
Assistants	23	623	Red
Metallurgist	24	624	Green
Assistants	24	624	Red
Laborers	37	637	Red
Oil Inspectors	25	625	Green
Assistants	25	625	Red
physicists	26	626	Green
Assistants	26	326	Red
Student	27	627	Green

MARINE LIST

BROWN CARD

DECK DEPARTMENT	Card Index No.	Statistical No.	Experience Color
Master or Captain	1	701	Green
Captain (Harbour Tugs, etc.)	1	701	Red
Chief Mate	2	702	Green
Mate (Harbour Tugs, etc.)	2	702	Red
Second Mate	3	703	Green
Third Mate	4	704	Green
Wireless Operator	5	705	Green
Boatswain	6	706	Green
Pumpman and Carpenter	7	707	Green
Seaman	8	708	Green
Ordinary Seaman	8	708	Red
ENGINE DEPARTMENT			
Chief Engineer	9	709	Green
Chief Engineer (Harbour Tugs etc.)	9	709	Red
First Assistant Engineer	10	710	Green
Second Assistant Engineer	11	711	Green
Third Assistant Engineer	12	712	Green
Assistant Engineer (Harbour Tugs etc.)	13	713	Green
Oilers	14	714	Green
Firemen	15	715	Green
Wipers, Coal Passers and trimmers	15	715	Red
Donkeyman	16	716	Green
STEWARD DEPARTMENT			
Chief Steward	17	717	Green
Chief Cook	18	718	Green
Second Cook and Baker	18	718	Red
Messmen	19	719	Green
Mess Boys	19	719	Red

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